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Proposed programme budget for the biennium 2000–2001*

Part VIII
Common support services

Section 27
Administrative services

(Programme 24 of the medium-term plan for the period 1998–2001)

General overview

* The present document contains section 27 of the proposed programme budget for the biennium 2000–2001. The complete proposed programme budget will subsequently be issued in final printed form as *Official Records of the General Assembly, Fifty-fourth Session, Supplement No. 6* (A/54/6/Rev.1).

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Part VIII
Common support services

Section 27
Administrative services

(Programme 24 of the medium-term plan for the period 1998–2001)

Table 27.1 **Summary of requirements by component**

(Thousands of United States dollars)

(1) *Regular budget*

Component	*1996–1997 expenditures*	*1998–1999 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*2000–2001 estimates*
			Amount	*Percentage*			
A. Office of the Under-Secretary-General for Management	11 729.1	11 090.3	(115.5)	(1.0)	10 974.8	645.1	11 619.9
B. Office of Programme Planning, Budget and Accounts	20 403.0	20 888.2	638.2	3.0	21 526.4	1 235.5	22 761.9
C. Office of Human Resources Management	43 169.9	44 675.8	1 635.6	3.6	46 311.4	2 529.0	48 840.4
D. Office of Central Support Services	226 362.2	226 894.0	(5 639.8)	(2.4)	221 254.2	10 068.8	231 323.0
E. Administration, Geneva	110 356.2	99 853.2	(1 199.5)	(1.2)	98 653.7	1 017.7	99 671.4
F. Administration, Vienna	40 718.4	30 701.4	(1 349.0)	(4.3)	29 352.4	523.3	29 875.7
G. Administration, Nairobi	11 491.7	12 194.9	1 847.8	15.1	14 042.7	1 951.6	15 994.3
Total	**464 230.5**	**446 297.8**	**(4 182.2)**	**(0.9)**	**442 115.6**	**17 971.0**	**460 086.6**

(2) *Extrabudgetary resources*

1996–1997 expenditures	1998–1999 estimates	Source of funds	2000–2001 estimates
		(a) Services in support of	
		(i) United Nations organizations	
24 463.4	26 510.4	Support to extrabudgetary administrative structures	27 993.1
12 056.6	19 092.1	United Nations Environment Fund and United Nations Habitat and Human Settlements Foundation	23 264.3
		(ii) Extrabudgetary activities	
5 539.7	7 160.5	Support to extrabudgetary substantive activities	7 591.4
1 673.5	1 808.2	Technical cooperation reimbursement resources	1 927.4
18 957.3	21 523.5	Peacekeeping operations	20 956.3
193.4	190.8	Trust Fund for German Language Translation	196.2
		(b) Substantive activities	
370.3	–	Trust Fund to Support the Efficiency Board	–
309.5	–	Trust Fund on the Strengthening of the United Nations System	–
762.9	999.5	Tax Equalization Fund	1 013.0
1.7	–	French Language Trust Fund	28.2
82.7	109.6	Secretariat News Trust Fund	–
2.5	–	Trust Fund for Staff Health Promotion	–
26.1	–	Trust Fund to Support the Survey of United Nations Staff on Harassment in the Work Place	–
–	–	(c) Operational projects	–
64 439.6	**77 394.6**	**Total**	**82 969.9**
528 670.1	**523 692.4**	**Total (1) and (2)**	**543 056.5**

Table 27.2 **Summary by object of expenditure**

(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	1996–1997 expenditures	1998–1999 appropriations	Resource growth		Total before recosting	Recosting	2000–2001 estimates
			Amount	Percentage			
Posts	234 416.4	215 960.2	4 132.3	1.9	220 092.5	8 822.4	228 914.9
Other staff costs	23 384.1	23 002.0	(2 215.2)	(9.6)	20 786.8	867.9	21 654.7
Consultants and experts	207.3	758.0	(76.6)	(10.1)	681.4	35.8	717.2
Travel	1 139.1	1 089.4	311.2	28.5	1 400.6	68.1	1 468.7
Contractual services	23 595.5	28 843.0	3 153.0	10.9	31 996.0	1 483.1	33 479.1
General operating expenses	140 715.8	140 239.4	(4 797.7)	(3.4)	135 441.7	5 473.3	140 915.0
Hospitality	38.0	23.5	(2.0)	(8.5)	21.5	0.8	22.3
Supplies and materials	5 171.0	6 523.0	(309.9)	(4.7)	6 213.1	303.0	6 516.1
Furniture and equipment	13 169.0	8 000.0	(660.1)	(8.2)	7 339.9	355.0	7 694.9
Grants and contributions	22 394.3	21 859.3	(3 717.2)	(17.0)	18 142.1	561.6	18 703.7
Total	**464 230.5**	**446 297.8**	**(4 182.2)**	**(0.9)**	**442 115.6**	**17 971.0**	**460 086.6**

(2) *Extrabudgetary resources*

1996-1997 expenditures	*1998-1999 estimates*	*Object of expenditure*	*2000-2001 estimates*
55 071.1	63 800.2	Posts	67 750.4
4 634.7	6 002.1	Other staff costs	6 149.1
544.5	662.5	Consultants and experts	772.6
95.4	187.6	Travel	238.2
30.9	289.1	Contactual services	752.0
3 909.7	4 946.7	General operating expenses	6 049.4
7.5	705.8	Supplies and materials	723.9
105.8	800.6	Furniture and equipment	534.3
40.0	–	Grants and contributions	–
Total	**64 439.6**	**77 394.6**	**82 969.9**
Total (1) and (2)	**528 670.1**	**523 692.4**	**543 056.5**

Table 27.3 **Post requirements**

Programme: Administrative services

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1998-1999	*2000-2001*	*1998-1999*	*2000-2001*	*1998-1999*	*2000-2001*	*1998-1999*	*2000-2001*
Professional category and above								
USG	1	1	–	–	–	–	1	1
ASG	3	3	–	–	–	–	3	3
D-2	10	10	–	–	1	1	11	11
D-1	27	28	–	–	2	3	29	31
P-5	60	67	–	–	15	13	75	80
P-4/3	159	178	–	–	117	115	276	293
P-2/1	52	52	–	–	11	12	63	64
Total	**312**	**339**	**–**	**–**	**146**	**144**	**458**	**483**
General Service category								
Principal level	68	69	–	–	15	15	83	84
Other level	765	755	–	–	186	188	951	943
Total	**833**	**824**	**–**	**–**	**201**	**203**	**1 034**	**1 027**
Other categories								
Security Services	171	171	–	–	9	9	180	180
Local level	89	89	–	–	174	224	263	313
Field Service	1	–	–	–	–	–	1	–
Trades and Crafts	99	99	–	–	4	4	103	103
Total	**360**	**359**	**–**	**–**	**187**	**237**	**547**	**596**
Grand total	**1 505**	**1 522**	**–**	**–**	**534**	**584**	**2 039**	**2 106**

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Proposed programme budget for the biennium 2000–2001*

Part VIII
Common support services

Section 27A
Office of the Under-Secretary-General for Management

(Programme 24 of the medium-term plan for the period 1998–2001)

Contents

		Page
Overview		2
A.	Executive direction and management	6
B.	Programme of work	8
1.	Management services	8
2.	Financial management	10
3.	Administration of justice	14
C.	Programme support	16

* The present document contains section 27A of the proposed programme budget for the biennium 2000–2001. The complete proposed programme budget will subsequently be issued in final printed form as *Official Records of the General Assembly, Fifty-fourth Session, Supplement No. 6* (A/54/6/Rev.1).

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Part VIII
Common support services

Section 27A
Office of the Under-Secretary-General for Management

(Programme 24 of the medium-term plan for the period 1998–2001)

Overview

27A.1 The Under-Secretary-General for Management has overall responsibility for the management of the Organization's financial resources, human resources and support operations and directs and manages the activities of the Department of Management. This responsibility requires the substantial involvement of the Office of the Under-Secretary-General in coordinating work of various activities of the Department in order to ensure a well-functioning administrative system throughout the Secretariat.

27A.2 The Office of the Under-Secretary-General encompasses the Management Policy Office, the Contributions Service, the Treasury, the Oversight Support Unit, the secretariats of the Headquarters Joint Appeals Board, Joint Disciplinary Committee, Panel on Discrimination and Other Grievances and Panel of Counsel, and the Executive Office of the Department of Management. The Office is responsible for the following activities: management services, financial management and administration of justice. In addition, the Office of the Under-Secretary-General provides technical secretariat services for the Fifth Committee of the General Assembly and the Committee for Programme and Coordination.

27A.3 The activities of the Office fall under programme 24, Management and central support services, of the medium-term plan for the period 1998–2001 as revised (A/53/6/Rev.1), in particular its subprogramme 24.1, Management services, which covers all the above responsibilities of the Office.

27A.4 The estimated percentage distribution of resources in the biennium 2000–2001 would be as follows:

	Regular budget	*Extra-budgetary*
	(percentage)	
A. Executive direction and management	23.4	–
B. Programme of work		
1. Management services	17.2	–
2. Financial management	24.0	81.7
3. Administration of justice	10.6	14.1
C. Programme support	24.8	4.2
Total	**100.0**	**100.0**

Table 27A.1 **Summary of requirements by component**

(Thousands of United States dollars)

(1) *Regular budget*

Component	1996–1997 expenditures	1998–1999 appropriations	Resource growth		Total before recosting	Recosting	2000–2001 estimates
			Amount	Percentage			
A. Executive direction and management	2 541.7	2 560.6	(5.0)	(0.1)	2 555.6	159.3	2 714.9
B. Programme of work							
1. Management services	–	1 903.9	(28.1)	(1.4)	1 875.8	122.2	1 998.0
2. Financial management	2 486.6	2 458.2	182.0	7.4	2 640.2	154.7	2 794.9
3. Administration of justice	1 254.1	1 168.4	–	–	1 168.4	61.6	1 230.0
C. Programme support	5 446.7	2 999.2	(264.4)	(8.8)	2 734.8	147.3	2 882.1
Total	**11 729.1**	**11 090.3**	**(115.5)**	**(1.0)**	**10 974.8**	**645.1**	**11 619.9**

(2) *Extrabudgetary resources*

1996–1997 expenditures	1998–1999 estimates	Source of funds	2000–2001 estimates
		(a) Services in support of:	
		(i) United Nations organizations	
504.9	238.0	Support to extrabudgetary administrative structures	157.7
		(ii) Extrabudgetary activities	
887.8	1 149.6	Support to extrabudgetary substantive activities	1 177.5
102.4	119.6	Technical cooperation reimbursement resources	117.7
984.3	1 131.8	Peacekeeping operations	1 204.3
		(b) Substantive activities	
309.5	–	Trust Fund on the Strengthening of the United Nations System	–
370.3	–	Trust Fund to Support the Efficiency Board	–
–	–	(c) Operational projects	–
3 159.2	**2 639.0**		**2 657.2**
14 888.3	**13 729.3**		**14 277.1**

Table 27A.2 **Summary of requirements by object of expenditure**

(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1996–1997 expenditures*	*1998–1999 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*2000–2001 estimates*
			Amount	*Percentage*			
Posts	10 950.6	10 279.0	(191.5)	(1.8)	10 087.5	602.6	10 690.1
Other staff costs	347.7	150.7	49.6	32.9	200.3	9.6	209.9
Consultants and experts	–	260.8	(26.2)	(10.0)	234.6	11.4	246.0
Travel	58.2	90.5	–	–	90.5	4.3	94.8
Contractual services	226.6	82.2	59.5	72.3	141.7	7.0	148.7
General operating expenses	68.9	125.9	4.5	3.5	130.4	6.0	136.4
Hospitality	0.6	0.8	–	–	0.8	–	0.8
Furniture and equipment	76.5	100.4	(11.4)	(11.3)	89.0	4.2	93.2
Total	**11 729.1**	**11 090.3**	**(115.5)**	**(1.0)**	**10 974.8**	**645.1**	**11 619.9**

(2) *Extrabudgetary resources*

1996–1997 expenditures	*1998–1999 estimates*	*Object of expenditure*	*2000–2001 estimates*
2 419.0	2 583.0	Posts	2 545.2
140.1	56.0	Other staff costs	112.0
493.1	–	Consultants and experts	–
57.4	–	Travel	–
7.1	–	General operating expenses	–
2.0	–	Supplies and materials	–
0.5	–	Furniture and equipment	–
40.0	–	Grants and contributions	–
3 159.2	**2 639.0**	**Total**	**2 657.2**
14 888.3	**13 729.3**	**Total (1) and (2)**	**14 277.1**

Table 27A.3 **Post requirements**

Organizational unit: Office of the Under-Secretary-General for Management

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1998-1999	*2000-2001*	*1998-1999*	*2000-2001*	*1998-1999*	*2000-2001*	*1998-1999*	*2000-2001*
Professional category and above								
USG	1	1	–	–	–	–	1	1
D-2	1	1	–	–	–	–	1	1
D-1	6	6	–	–	–	–	6	6
P-5	9	9	–	–	1	–	10	9
P-4/3	7	6	–	–	5	6	12	12
P-2/1	1	1	–	–	1	1	2	2
Total	**25**	**24**	**–**	**–**	**7**	**7**	**32**	**31**
General Service category								
Principal level	4	4	–	–	1	1	5	5
Other level	29	29	–	–	7	7	36	36
Total	**33**	**33**	**–**	**–**	**8**	**8**	**41**	**41**
Grand total	**58**	**57**	**–**	**–**	**15[a]**	**15[b]**	**73**	**72**

[a] One General Service (Principal level) post financed from reimbursement for support to extrabudgetary administrative structures; one P-5, two P-3, one P-2 and three General Service (Other level) posts financed from reimbursement for support to extrabudgetary substantive activities; one General Service (Other level) post financed from technical cooperation reimbursement resources; and two P-4, one P-3 and three General Service (Other level) posts financed from the support account for peacekeeping operations.

[b] One General Service (Principal level) post financed from reimbursement for support to extrabudgetary administrative structures; three P-3, one P-2 and three General Service (Other level) posts financed from reimbursement for support to extrabudgetary substantive activities; one General Service (Other level) post financed from technical cooperation reimbursement resources; and two P-4, one P-3 and three General Service (Other level) posts financed from the support account for peacekeeping operations.

A. Executive direction and management

Table 27A.4 **Summary of requirements by object of expenditure**

(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1996–1997 expenditures*	*1998–1999 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*2000–2001 estimates*
			Amount	*Percentage*			
Posts	2 344.6	2 419.6	–	–	2 419.6	152.8	2 572.4
Other staff costs	117.8	37.9	–	–	37.9	1.8	39.7
Travel	49.7	55.6	–	–	55.6	2.7	58.3
General operating expenses	15.9	32.9	–	–	32.9	1.6	34.5
Hospitality	0.6	0.8	–	–	0.8	–	0.8
Furniture and equipment	13.1	13.8	(5.0)	(36.2)	8.8	0.4	9.2
Total	**2 541.7**	**2 560.6**	**(5.0)**	**(0.1)**	**2 555.6**	**159.3**	**2 714.9**

(2) *Extrabudgetary resources*

1996–1997 expenditures	*1998–1999 estimates*	*Source of funds*	*2000–2001 estimates*
		(a) Services in support of:	
		(i) United Nations organizations	
43.1	–	Support to extrabudgetary administrative structures	–
		(ii) Extrabudgetary activities	
–	–	Support to extrabudgetary substantive activities	–
–	–	Peacekeeping operations	–
		(b) Substantive activities	
309.5	–	Trust Fund to Support the Efficiency Board	–
370.3	–	Trust Fund on the Strengthening of the United Nations System	–
–	–	(c) Operational projects	–
722.9	**–**		**–**
3 264.6	**2 560.6**		**2 714.9**

Table 27A.5 **Post requirements**

Organizational unit: Immediate office of the Under-Secretary-General for Management

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1998-1999	*2000-2001*	*1998-1999*	*2000-2001*	*1998-1999*	*2000-2001*	*1998-1999*	*2000-2001*
Professional category and above								
USG	1	1	–	–	–	–	1	1
D-1	2	2	–	–	–	–	2	2
P-5	2	2	–	–	–	–	2	2
P-4/3	1	1	–	–	–	–	1	1
Total	**6**	**6**	**–**	**–**	**–**	**–**	**6**	**6**
General Service category								
Principal level	1	1	–	–	–	–	1	1
Other level	5	5	–	–	–	–	5	5
Total	**6**	**6**	**–**	**–**	**–**	**–**	**6**	**6**
Grand total	**12**	**12**	**–**	**–**	**–**	**–**	**12**	**12**

27A.5 The immediate office of the Under-Secretary-General for Management supports the Under-Secretary-General in the direction and supervision of the activities of the Department. The Office acts as a focal point for information and integration of all aspects of the work of the Department, advises on departmental policies and guidelines, coordinates intradepartmental activities, including necessary follow-up, consults, negotiates and coordinates with other departments, offices, funds and programmes on matters of common concern, establishes administrative policies, procedures and machinery for the efficient and effective functioning of the internal justice system, provides legal advice on the disposition of appeals, staff grievances and disciplinary matters and on the implementation of judgements of the United Nations Administrative Tribunal and provides technical services to the Fifth Committee and the Committee for Programme and Coordination through their secretariat.

Resource requirements (at current rates)

Posts

27A.6 The estimated requirements of $2,419,600 would provide for the continuation of 12 existing posts.

Other staff costs

27A.7 The provision of $37,900, at maintenance level, for overtime, would allow for essential support during periods of peak workload.

Travel

27A.8 The provision of $55,600, at maintenance level, relates to the travel of the Under-Secretary-General and other staff of the Office on matters requiring their direct involvement.

General operating expenses

27A.9 Resource requirements of $32,900, at maintenance level, relate to communications and to the maintenance and support of the local area network (LAN) technical infrastructure and central servers necessary for the support of central management services.

Hospitality

27A.10 The provision of $800, at maintenance level, relates to official functions.

Furniture and equipment

27A.11 The provision of $8,800, reflecting a decrease of $5,000, pertains to the replacement of existing office automation equipment.

B. Programme of work

1. Management services

Table 27A.6 **Summary of requirements by object of expenditure**

(Thousands of United States dollars)

Object of expenditure	*1996-1997 expenditures*	*1998-1999 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*2000-2001 estimates*
			Amount	*Percentage*			
Posts	–	1 601.5	–	–	1 601.5	109.0	1 710.5
Consultants and experts	–	260.8	(26.2)	(10.0)	234.6	11.4	246.0
Travel	–	20.8	–	–	20.8	1.0	21.8
General operating expenses	–	10.4	4.5	43.2	14.9	0.6	15.5
Furniture and equipment	–	10.4	(6.4)	(61.5)	4.0	0.2	4.2
Total	**–**	**1 903.9**	**(28.1)**	**(1.4)**	**1 875.8**	**122.2**	**1 998.0**

Table 27A.7 **Post requirements**

Organizational unit: Management Policy Office

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1998-1999	*2000-2001*	*1998-1999*	*2000-2001*	*1998-1999*	*2000-2001*	*1998-1999*	*2000-2001*
Professional category and above								
D-2	1	1	–	–	–	–	1	1
D-1	1	1	–	–	–	–	1	1
P-5	3	3	–	–	–	–	3	3
Total	**5**	**5**	**–**	**–**	**–**	**–**	**5**	**5**
General Service category								
Other level	2	2	–	–	–	–	2	2
Total	**2**	**2**	**–**	**–**	**–**	**–**	**2**	**2**
Grand total	**7**	**7**	**–**	**–**	**–**	**–**	**7**	**7**

27A.12 The Management Policy Office was established in the context of the Secretary-General's programme of reform and within the programme budget for the biennium 1998-1999, in order to provide support to the strategic management policy team (the Management Policy Committee), whose role is to ensure that management reform is being carried out across the Secretariat. The Management Policy Committee consists

of the Under-Secretary-General for Management and the three Assistant Secretaries-General of the Department.

27A.13 The Management Policy Office also supports the Under-Secretary-General and the Assistant Secretaries-General in furthering the culture of transparency and accountability in relations with Member States and in instituting an effective periodic reporting system for each of the programmes.

27A.14 The Management Policy Office will also ensure that managerial policies are in place that reflect the best management practices, as well as an integrated approach to the Secretary-General's proposals for increasing efficiency and cost-effectiveness throughout the Organization. This involves provision of analysis and advice on management issues, processes, procedures and systems, covering financial and human resources, support services, information technology and other areas of administration.

27A.15 It is expected that the attainment of the above objectives would increase managerial accountability, simplify administrative processes and improve programme delivery throughout the Organization.

Outputs

27A.16 During the biennium 2000–2001, the following outputs will be delivered:

(a) *Servicing of intergovernmental and expert bodies*

(i) Substantive servicing. Substantive servicing of approximately 6 formal meetings and 20 informal consultations of the Fifth Committee on issues related to management reform and financial policy;

(ii) Parliamentary documentation. Reports to the General Assembly on issues related to management reform, such as the Development Account and pilot projects, as required;

(b) *International cooperation and inter-agency coordination and liaison.* Cooperation with other organizations of the United Nations system on issues relating to a common approach to financial and administrative management, including contribution to meetings of the Consultative Committee on Administrative Questions (Financial and Budgetary Questions) of the Administrative Committee on Coordination;

(c) *Administrative support services*

(i) Substantive and technical servicing of the Management Policy Committee on all matters;

(ii) Substantive servicing of the Steering Committee on Reform and other internal committees on matters related to management reform;

(iii) Analytical papers on current and proposed management structures and procedures and on areas and measures for management improvement;

(iv) Management and process reviews to assist programme managers in simplifying and streamlining processes and procedures;

(v) Advisory services for programme managers on matters related to management improvement and programme delivery;

(vi) Establishment and implementation of internal monitoring and management reporting systems;

(vii) Coordination of productivity improvement activities and initiatives throughout the Secretariat, establishment of a comprehensive database of productivity improvement projects and identification of efficiency gains available for redeployment to the Development Account.

Resource requirements (at current rates)

Posts

27A.17 The requirements for salaries and common staff costs are estimated at $1,601,500, which would provide for the continuation of seven existing posts.

Consultants and experts

27A.18 Provision of $234,600 is proposed for consultancy services needed to draw upon specialized emerging management expertise in many different management areas, such as the simplification of processes, internal management reporting, information technology structures and the streamlining of rules, regulations and procedures. A reduction in requirements of $26,200 under this heading is foreseen.

Travel

27A.19 The estimated requirements of $20,800 are for travel of staff of the Management Policy Office to offices away from Headquarters related to management issues.

General operating expenses

27A.20 Provision of $14,900 is made under general operating expenses to cover the cost of maintaining office automation equipment, including full technical support, communications, pouch and postage and other miscellaneous expenses.

Furniture and equipment

27A.21 The provision of $4,000, reflecting a decrease of $6,400, relates to the replacement of existing office automation equipment.

2. Financial management

Table 27A.8 **Summary of requirements by object of expenditure**

(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1996–1997 expenditures*	*1998–1999 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*2000–2001 estimates*
			Amount	*Percentage*			
Posts	2 207.5	2 299.2	72.9	3.1	2 372.1	141.7	2 513.8
Other staff costs	–	–	49.6	–	49.6	2.4	52.0
Travel	8.5	8.9	–	–	8.9	0.4	9.3
Contractual services	226.6	82.2	59.5	72.3	141.7	7.0	148.7
General operating expenses	17.8	29.6	–	–	29.6	1.4	31.0
Furniture and equipment	26.2	38.3	–	–	38.3	1.8	40.1
Total	**2 486.6**	**2 458.2**	**182.0**	**7.4**	**2 640.2**	**154.7**	**2 794.9**

(2) *Extrabudgetary resources*

1996–1997 expenditures	*1998–1999 estimates*	*Source of funds*	*2000–2001 estimates*
		(a) Services in support of:	
		(i) United Nations organizations	
36.0	–	Support to extrabudgetary administrative structures	–
		(ii) Extrabudgetary activities	
887.8	1 009.1	Support to extrabudgetary substantive activities	960.7
102.4	119.6	Technical cooperation reimbursement resources	117.7
926.1	1 075.8	Peacekeeping operations	1 092.3
		(b) Substantive activities	
		(c) Operational activities	
Total	**1 952.3**	**2 204.5**	**2 170.7**
Grand total	**4 438.9**	**4 662.7**	**4 965.6**

Table 27A.9 **Post requirements**

Programme: Financial management

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1998–1999	*2000–2001*	*1998–1999*	*2000–2001*	*1998–1999*	*2000–2001*	*1998–1999*	*2000–2001*
Professional category and above								
D-1	2	2	–	–	–	–	2	2
P-5	1	2	–	–	1	–	2	2
P-4/3	2	1	–	–	4	5	6	6
P-2/1	1	1	–	–	1	1	2	2
Total	**6**	**6**	**–**	**–**	**6**	**6**	**12**	**12**
General Service category								
Other level	8	8	–	–	7	7	15	15
Total	**8**	**8**	**–**	**–**	**7**	**7**	**15**	**15**
Grand total	**14**	**14**	**–**	**–**	**13[a]**	**13[a]**	**27**	**27**

[a] One P-5, one P-3, one P-2 and three General Service (Other level) posts financed from reimbursement for support to extrabudgetary substantive activities; one General Service (Other level) post financed from technical cooperation reimbursement resources; and two P-4, one P-3 and three General Service (Other level) posts financed from the support account for peacekeeping operations.

[b] Two P-3, one P-2 and three General Service (Other level) posts financed from reimbursement for support to extrabudgetary substantive activities; one General Service (Other level) post financed from technical cooperation reimbursement resources; and two P-4, one P-3 and three General Service (Other level) posts financed from the support account for peacekeeping operations.

27A.22 Financial management services are provided by the Contributions Service, the Treasury and the Oversight Support Unit.

27A.23 The Contributions Service facilitates, through the provision of technical services and in cooperation with the Statistics Division of the Department of Economic and Social Affairs, the work of the Committee on Contributions and other bodies on questions related to contributions, and provides support to pledging conferences for various United Nations activities. It strives to improve the timeliness of receipt of assessed and voluntary contributions as well as the timeliness and quality of the financial information provided to Member States through an increased capacity to monitor and forecast the Organization's cash flow.

27A.24 The Treasury ensures the timely receipt and safe custody of cash and works to improve payment systems in order to streamline processing, reduce costs and enhance security. It also maintains control mechanisms that protect payment systems and assets and ensures that cash concentration benefits are achieved.

27A.25 The Oversight Support Unit facilitates interaction with the three main oversight bodies (the Office of Internal Oversight Services, the United Nations Board of Auditors and the Joint Inspection Unit) and follows up on their observations and recommendations. The Unit assists the Under-Secretary-General in supervising adherence to the established standards and carries out ad hoc assignments concerning the application of the Financial Regulations and Rules of the United Nations.

27A.26 It is expected that the implementation of the programmed activities would provide Member States with accurate and timely information on the financial situation of the Organization, facilitate agreement on the scale of assessments for the period from 2001 to 2003 and contribute to the effective management of the Organization's financial resources.

Outputs

27A.27 During the biennium 2000–2001, the following outputs will be delivered:

(a) *Servicing of intergovernmental and expert bodies*

(i) *Substantive servicing*. Approximately 20 formal meetings and 30 informal consultations of the Fifth Committee on matters related to the scale of assessments, peacekeeping assessments, the application of Article 19 of the Charter of the United Nations and other financial questions; approximately 54 formal meetings and 12 informal consultations of the Committee on Contributions on questions related to assessments; and support to pledging conferences for various United Nations activities;

(ii) *Parliamentary documentation*. Reports to the Committee on Contributions (approximately 20); conference room papers in cooperation with the Statistics Division (120); periodic reports to the General Assembly on the financial situation of the United Nations (6); other ad hoc reports on the scale of assessments, peacekeeping assessments, other issues related to contributions and the application of Article 19 of the Charter; reports to the General Assembly on the implementation of the recommendations of the Board of Auditors (3); report on the implementation of the recommendations of the Joint Inspection Unit (1); reports with comments on specific reports of the Joint Inspection Unit (5); reports on the standards of accommodation for air travel (2); and notes on elections to the Joint Inspection Unit (2);

(iii) *Other services*. Assistance to the Committee on Contributions in the preparation of its annual and special reports to the General Assembly;

(b) *Other substantive activities*

(i) *Recurrent publications*. Monthly reports on the status of contributions;

(ii) *Non-recurrent publications*. Ad hoc reports on the status of contributions;

(c) *International cooperation and inter-agency coordination and liaison*. Information on the United Nations assessment system and the status of contributions provided on request to Member States and funds, programmes and agencies of the United Nations system; contribution to activities of the Administrative Committee on Coordination and its subsidiary bodies on financial questions;

(d) *Administrative support services (RB/XB)*

(i) Contribution services. Assessments for the regular budget and the Working Capital Fund, peacekeeping operations and international tribunals (approximately 100 assessments); assessments on specified non-member States (2 assessments); receipts issued to Governments for assessed and voluntary contributions (approximately 6,800 receipts); briefing material on the status of contributions, the application of Article 19 of the Charter and related issues for the Office of the Secretary-General and senior management; and assistance in monitoring the financial situation of the Organization and, in particular, the cash flow situation of the United Nations;

(ii) Treasury services. Administration of bank accounts in New York and away from Headquarters; establishment of United Nations operational rates of exchange and monitoring of international currency exchange markets; daily monitoring of interest rates on short-term investments; planning for cash requirements for Headquarters and offices away from Headquarters; investing funds for short-term periods for the United Nations regular budget, peacekeeping operations, United Nations general trust funds, technical cooperation funds and the Fund of the United Nations Environment Programme and other funds; cash management; receiving and recording all payments other than government contributions; making disbursements under the responsibility of Headquarters; and maintaining liaison with banks;

(iii) Oversight support. Updated status reports on the measures taken to implement the recommendations of the Board of Auditors (8); replies to management letters from the Board of Auditors (15); biannual reports on implementation of the recommendations of the Office of Internal Oversight Services (4); responses to audit reports of the Office of Internal Oversight Services (7); and administrative support for the International Criminal Tribunal for Rwanda (XB).

Resource requirements (at current rates)

Posts

27A.28 The requirements for salaries and common staff costs are estimated at $2,372,100 and would cover the cost of 14 posts. Net resource growth of $72,900 relates to the proposed inward redeployment of one P-5 post to the Oversight Support Unit from the programme support area and the conversion to extrabudgetary funding of one P-3 post in the Oversight Support Unit. The redeployed post would provide for regular budget funding for the P-5 post of Chief of the Oversight Support Unit, in view of the core nature of that function, and would release extrabudgetary funding for continuation of the P-3 post in the Unit.

Other staff costs

27A.29 A provision of $49,600 is requested for general temporary assistance to allow for short-term assignments to provide technical support for the maintenance of the investment management, cheque-writing and payment systems in the Treasury. These are specialized applications interfaced with the Integrated Management Information System (IMIS). Following the recommendation of the independent experts on IMIS (see A/53/662 and Corr.1, para.124), it is proposed to establish a separate provision within the Treasury to provide dedicated support for these systems.

Travel

27A.30 The requirement of $8,900 would provide for travel to attend meetings at other duty stations on matters related to financial policies and cash management.

Contractual services

27A.31 The estimate of $141,700 relates to maintenance of software for the investment management, cheque-writing and payment systems in the Treasury ($122,500) and to the printing of cheque stock and other specialized forms ($19,200). The additional resources of $59,500 relate to investment management software licences.

General operating expenses

27A.32 Total requirements of $29,600 relate to the maintenance and support of the LAN technical infrastructure and central servers necessary for the support of central management services.

Furniture and equipment

27A.33 The requirements of $38,300 relate to the replacement of office automation equipment.

3. Administration of justice

Table 27A.10 **Summary of requirements by object of expenditure**

(Thousands of United States dollars)

Object of expenditure	*1996–1997 expenditures*	*1998–1999 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*2000–2001 estimates*
			Amount	*Percentage*			
Posts	1 039.1	1 049.9	–	–	1 049.9	56.0	1 105.9
Other staff costs	215.0	103.1	–	–	103.1	5.0	108.1
Travel	–	5.2	–	–	5.2	0.2	5.4
General operating expenses	–	10.2	–	–	10.2	0.4	10.6
Total	**1 254.1**	**1 168.4**	**–**	**–**	**1 168.4**	**61.6**	**1 230.0**

(2) *Extrabudgetary resources*

1996–1997 expenditures	*1998–1999 estimates*	*Source of funds*	*2000–2001 estimates*
		(a) Services in support of:	
		(i) United Nations organizations	
395.4	238.0	Support to extrabudgetary administrative structures	157.7
–	–	(ii) Extrabudgetary activities	–
–	140.5	Support to extrabudgetary substantive activities	216.8
–	–	(b) Substantive activities	–
–	–	(c) Operational projects	–
395.4	**378.5**		**374.5**
1 649.5	**1 546.9**		**1 604.5**

Table 27A.11 **Post requirements**

Programme: Administration of justice

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1998–1999	*2000–2001*	*1998–1999*	*2000–2001*	*1998–1999*	*2000–2001*	*1998–1999*	*2000–2001*
Professional category and above								
P-5	1	1	–	–	–	–	1	1
P-4/3	1	1	–	–	1	1	2	2
Total	**2**	**2**	**–**	**–**	**1**	**1**	**3**	**3**
General Service category								
Principal level	–	–	–	–	1	1	1	1
Other level	5	5	–	–	–	–	5	5
Total	**5**	**5**	**–**	**–**	**1**	**1**	**6**	**6**
Grand total	**7**	**7**	**–**	**–**	**2[a]**	**2[a]**	**9**	**9**

[a] One General Service (Principal level) post financed from reimbursement for support to extrabudgetary administrative structures and one P-3 post financed from reimbursement for support to extrabudgetary substantive activities.

27A.34 The main objective of this programme is to facilitate a just, consistent and efficient internal justice system in the Secretariat and to increase recourse to conciliation and mediation. During the biennium 2000–2001, efforts will continue towards improving the informal procedures for the amicable settlement of staff grievances.

27A.35 In order to meet these objectives, substantive and technical servicing of the Headquarters Joint Appeals Board (which also deals with appeals originating in the United Nations Development Programme and the United Nations Children's Fund, as well as in the regional commissions and at smaller United Nations offices), the Joint Disciplinary Committee, the Panel on Discrimination and Other Grievances and the Panel of Counsel will be continued. Assistance will also continue to be given to processing appeals, conducting investigations, and providing legal and procedural advice and legal and administrative research. Legal advice will also be given to the Secretary-General on the disposition of appeals, staff grievances and disciplinary matters and on the implementation of judgements of the Administrative Tribunal and administrative decisions.

27A.36 This programme is also responsible for the establishment of administrative policies, procedures and machinery for the proper functioning of the internal justice system and the promulgation of staff rules and administrative issuances concerning disciplinary proceedings and appeals and related matters.

27A.37 It is expected that the implementation of the programme will contribute to better staff-management relations and respect for the standards of the international civil service.

Outputs

27A.38 During the biennium 2000–2001, the following outputs will be delivered:

Administrative support services (RB/XB). Administration of justice: substantive and technical servicing of the Headquarters Joint Appeals Board, Joint Disciplinary Committee, Panel on Discrimination and Other Grievances and Panel of Counsel; advice to staff members on appeals and disciplinary matters and assistance in settlement of cases; legal advice to the Secretary-General on the disposition of appeals, staff grievances

and disciplinary matters and on the implementation of judgements of the Administrative Tribunal and administrative decisions; establishment of administrative policies, procedures and machinery for the internal justice system; promulgation of staff rules and administrative issuances concerning disciplinary proceedings, appeals and related matters.

Resource requirements (at current rates)

Posts

27A.39 Requirements under this heading ($1,049,900) relate to the continuation of seven posts.

Other staff costs

27A.40 The general temporary assistance requirement of $103,100, at maintenance level, would provide for assistance in the processing of cases for the Joint Appeals Board in order to keep up with the flow of cases through a flexible and cost-effective use of resources during peak workload periods.

Travel

27A.41 Requirements for travel of staff, estimated at $5,200, would provide for travel to other duty stations as required to coordinate procedures and to maintain uniformity in the recommendations of the Joint Appeals Board.

General operating expenses

27A.42 Total resource requirements of $10,200 relate to the maintenance and support of the LAN technical infrastructure and central servers necessary for the support of central management services.

C. Programme support

Table 27A.12 **Summary of requirements by object of expenditure**

(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1996–1997 expenditures*	*1998–1999 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*2000–2001 estimates*
			Amount	*Percentage*			
Posts	5 359.4	2 908.8	(264.4)	(9.0)	2 644.4	143.1	2 787.5
Other staff costs	14.9	9.7	–	–	9.7	0.4	10.1
General operating expenses	35.2	42.8	–	–	42.8	2.0	44.8
Furniture and equipment	37.2	37.9	–	–	37.9	1.8	39.7
Total	**5 446.7**	**2 999.2**	**(264.4)**	**(8.8)**	**2 734.8**	**147.3**	**2 882.1**

(2) *Extrabudgetary resources*

1996–1997 expenditures	1998–1999 estimates	Source of funds	2000–2001 estimates
		(a) Services in support of:	
		(i) United Nations organizations	
30.4	–	Support to extrabudgetary administrative structures	–
		(ii) Extrabudgetary activities	
58.2	56.0	Peacekeeping operations	112.0
–	–	(b) Substantive activities	–
–	–	(c) Operational projects	–
Total	**88.6**	**56.0**	**112.0**
Total (1) and (2)	**5 535.3**	**3 055.2**	**2 994.1**

Table 27A.13 **Post requirements**

Organizational unit: Executive Office

	Established posts		Temporary posts					
	Regular budget		Regular budget		Extrabudgetary resources		Total	
	1998–1999	2000–2001	1998–1999	2000–2001	1998–1999	2000–2001	1998–1999	2000–2001
Professional category and above								
D-1	1	1	–	–	–	–	1	1
P-5	2	1	–	–	–	–	2	1
P-4/3	3	3	–	–	–	–	3	3
Total	**6**	**5**	**–**	**–**	**–**	**–**	**6**	**5**
General Service category								
Principal level	3	3	–	–	–	–	3	3
Other level	9	9	–	–	–	–	9	9
Total	**12**	**12**	**–**	**–**	**–**	**–**	**12**	**12**
Grand total	**18**	**17**	**–**	**–**	**–**	**–**	**18**	**17**

27A.43 The Executive Office of the Department of Management provides central administrative services, support and advice to the units comprising the Department, namely, the Office of the Under-Secretary-General, the Office of Programme Planning, Budget and Accounts, the Office of Human Resources Management and the Office of Central Support Services, in the areas of personnel, financial and general administration. It also provides services to the secretariats of the Advisory Committee on Administrative and Budgetary Questions and the Board of Auditors and to the Office of the United Nations Security Coordinator.

Resource requirements (at current rates)

Posts

27A.44 The requirements of $2,644,400 would provide for the continuation of 5 Professional and 12 General Service posts. As a result of streamlining the structure of the Office and the progressive automation of its operations, it would be possible to release one P-5 post and redeploy it to the Oversight Support Unit, resulting in negative growth of $264,400. The functions of the post would be redistributed among existing Professional staff.

Other staff costs

27A.45 A provision of $9,700 is made for overtime for peak workload periods.

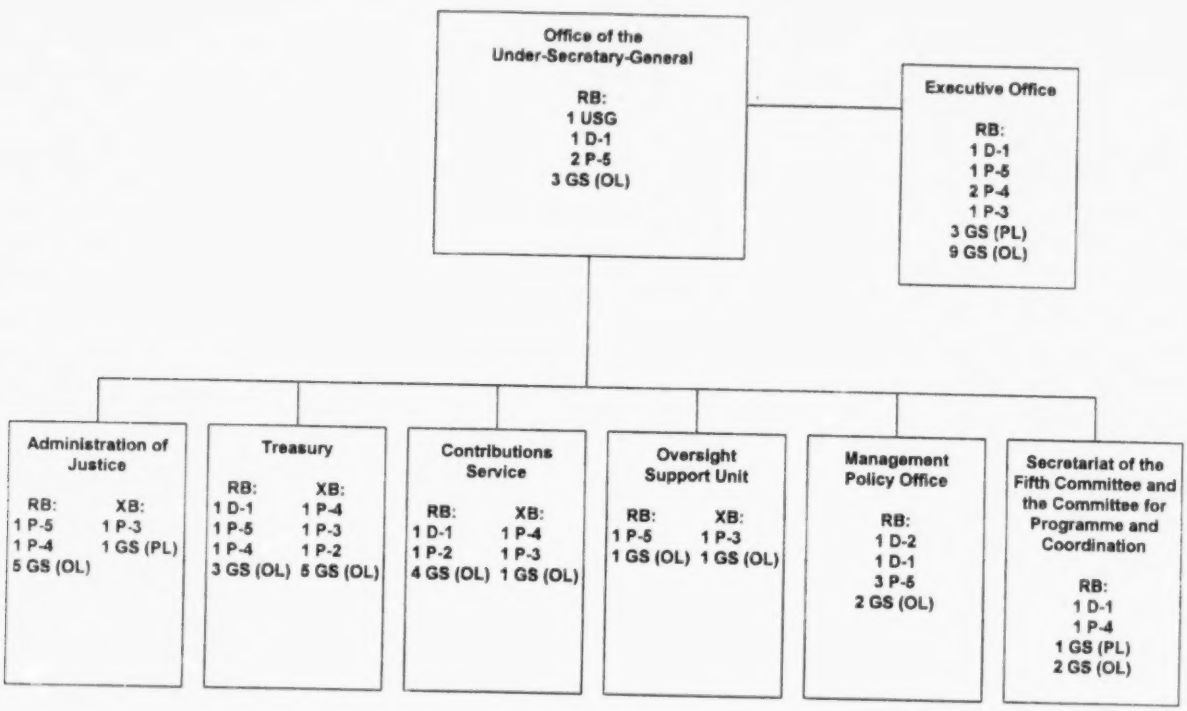
General operating expenses

27A.46 The requirements of $42,800 relate to the maintenance and support of the LAN technical infrastructure and central servers necessary for the support of central management services.

Furniture and equipment

27A.47 The proposed provision of $37,900 relates to the replacement of office automation equipment.

Department of Management: Office of the Under-Secretary-General Proposed organizational structure and post distribution for the biennium 2000-2001



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Proposed programme budget for the biennium 2000–2001*

Part VIII
Common support services

Section 27B
Office of Programme Planning, Budget and Accounts

(Programme 24 of the medium-term plan for the period 1998–2001)

Contents

		Page
Overview		2
A.	Executive direction and management	5
B.	Programme of work	8
1.	Financial accounting and reporting	8
2.	Programme planning and budgeting	11
3.	Financial services relating to peacekeeping matters	15

* The present document contains section 27B of the proposed programme budget for the biennium 2000–2001. The complete proposed programme budget will subsequently be issued in final printed form as *Official Records of the General Assembly, Fifty-fourth Session, Supplement No. 6* (A/54/6/Rev.1).

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Section 27B
Office of Programme Planning, Budget and Accounts

(Programme 24 of the medium-term plan for the period 1998–2000)

Overview

27B.1 The Office of Programme Planning, Budget and Accounts is responsible for the implementation of subprogramme 2, Programme planning, budget and accounts, of programme 24, Management and central support services, of the medium-term plan for the period 1998–2001, as revised (A/53/6/Rev.1).

27B.2 The responsibilities of the Office of Programme Planning, Budget and Accounts are detailed in the Secretary-General's bulletin ST/SGB/1998/13, dated 1 June 1998. The Office is the central service on matters related to programme planning, budget and accounts. It is responsible for the establishment of budgetary and accounting policies and procedures for the Organization and it ensures compliance with the Financial Regulations and Rules of the United Nations and the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation, and relevant legislative mandates. The main objective for the biennium will be further improvement in the accuracy of accounting and budgetary data, focusing on a more systematic review of unliquidated obligations, enhanced monitoring of expenditures, enhancement of the reporting capacity of the Integrated Management Information System (IMIS) and reduction in the backlog of inter-office vouchers and receivables.

27B.3 The Office prepares and submits to the General Assembly the proposed medium-term plan and biennial programme budgets and related performance reports of the United Nations, budget proposals and performance reports for peacekeeping operations, maintains the accounts of the Organization and prepares financial reports and statements. During the biennium, the work of the Office will continue to focus on improving the system and procedures relating to activities financed from all sources.

27B.4 The Office provides substantive services on financial and budgetary matters for the General Assembly, including its sessional committees, the Advisory Committee on Administrative and Budgetary Questions, the Committee for Programme and Coordination, the Economic and Social Council and its subsidiary machinery, the United Nations Board of Auditors and the Panel of External Auditors of the United Nations, as well as for the international and world conferences and meetings organized under the auspices of the United Nations.

27B.5 As in the past, a substantial part of the budget of the Office would be financed from extrabudgetary resources derived from programme support income received as reimbursement for the services provided by the central administration to the extrabudgetary activities, funds and programmes, as well as from the support account for peacekeeping operations. For the biennium 2000–2001, that component would amount to $18,724,700 in total, or 45.1 per cent of the total budget estimates for the Office.

27B.6 The overall level of resources proposed for the Office under the regular budget would entail a net increase of $638,200, which relates essentially to additional requirements for the maintenance and support of Releases 3 and 4 of IMIS. In this connection, it will be recalled that eight posts in the Office were abolished in the 1996–1997 and 1998–1999 bienniums in anticipation of IMIS releases, and two posts were redeployed to IMIS central maintenance in 1998–1999. Based on experience gained so far with Release 3 and with the forthcoming introduction of Release 4 relating to payroll, it has been estimated that, for the biennium 2000–2001 and beyond, four positions (1 P-5, 1 P-4, 1 P-3, and 1 General Service (Other level)) would be required for the core ongoing maintenance responsibilities of the Office. It is proposed that, in the first instance, these positions be financed from the regular budget through the use of general temporary assistance until the longer term pattern of requirements for continuing maintenance and support of IMIS becomes clearly established. In addition, the use of general temporary assistance is also being proposed for

Repertory-related tasks which the Secretary-General had indicated in his report to the General Assembly on the *Repertory of Practice of United Nations Organs* and *Repertoire of the Practice of the Security Council* (A/53/386) will be included as distinct activities within the relevant sections of future programme budgets starting with the biennium 2000–2001. For the Office, those tasks involve the preparation of draft studies (arts. 17 and 19) for volume II of supplement No. 6. While the above proposals would result in an increase in the requirements for the Office, a proposed reduction in resources under general operating expenses and furniture and equipment would partly offset those additional requirements.

27B.7 The estimated percentage distribution of the total resources of the Office in 2000–2001 would be as follows:

	Regular budget	*Extra-budgetary*
	(percentage)	
A. Executive direction and management	5.9	1.1
B. Programme of work		
1. Financial accounting and reporting	59.5	63.7
2. Programme planning and budgeting	34.6	7.5
3. Financial services relating to peacekeeping matters	–	27.7
Total	**100.0**	**100.0**

Table 27B.1 **Summary of requirements by component**

(Thousands of United States dollars)

(1) *Regular budget*

Component	*1996–1997 expenditures*	*1998–1999 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*2000–2001 estimates*
			Amount	*Percentage*			
A. Executive direction and management	1 413.9	1 239.4	39.2	3.1	1 278.6	74.7	1 353.3
B. Programme of work:							
1. Financial accounting and reporting	12 602.3	12 202.8	644.6	5.2	12 847.4	685.1	13 532.5
2. Programme planning and budgeting	6 386.8	7 446.0	(45.6)	(0.6)	7 400.4	475.7	7 876.1
Total	**20 403.0**	**20 888.2**	**638.2**	**3.0**	**21 526.4**	**1 235.5**	**22 761.9**

(2) *Extrabudgetary resources*

1996-1997 expenditures	1998-1999 estimates	Source of funds	2000-2001 estimates
		(a) Services in support of:	
		(i) United Nations organizations	
2 875.6	2 463.3	Support to extrabudgetary administrative structures	2 897.6
		(ii) Extrabudgetary activities	
2 696.5	4 422.9	Support to extrabudgetary substantive activities	4 835.9
1 384.8	1 492.0	Technical cooperation reimbursement resources	1 613.1
7 764.7	8 621.2	Peacekeeping operations	8 365.1
		(b) Substantive activities	
762.9	999.5	Tax Equalization Fund	1 013.0
–	–	(c) Operational projects	–
15 484.5	**17 998.9**	**Total**	**18 724.7**
35 887.5	**38 887.1**	**Total (1) and (2)**	**41 486.6**

Table 27B.2 Summary of requirements by object of expenditure

(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	1996-1997 expenditures	1998-1999 appropriations	Resource growth		Total before recosting	Recosting	2000-2001 estimates
			Amount	Percentage			
Posts	18 348.6	18 631.3	–	–	18 631.3	1 094.5	19 725.8
Other staff costs	1 273.2	686.2	849.5	123.7	1 535.7	74.8	1 610.5
Consultants and experts	20.0	20.9	–	–	20.9	1.0	21.9
Travel	25.7	26.5	–	–	26.5	1.4	27.9
Contractual services	40.9	656.0	–	–	656.0	31.8	687.8
General operating expenses	178.9	449.0	(111.7)	(24.8)	337.3	16.6	353.9
Supplies and materials	27.1	24.6	–	–	24.6	1.2	25.8
Furniture and equipment	488.6	393.7	(99.6)	(25.2)	294.1	14.2	308.3
Total	**20 403.0**	**20 888.2**	**638.2**	**3.0**	**21 526.4**	**1 235.5**	**22 761.9**

(2) *Extrabudgetary resources*

1996-1997 expenditures	1998-1999 estimates	Object of expenditure	2000-2001 estimates
15 109.3	17 488.0	Posts	18 216.2
352.6	392.7	Other staff costs	390.3
22.6	103.2	Travel	103.2
–	15.0	Contractual services	15.0
15 484.5	**17 998.9**	**Total**	**18 724.7**
35 887.5	**38 887.1**	**Total (1) and (2)**	**41 486.6**

Table 27B.3 **Post requirements**

Organizational unit: Office of Programme Planning, Budget and Accounts

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1998 1999	*2000 2001*	*1998 1999*	*2000 2001*	*1998 1999*	*2000 2001*	*1998 1999*	*2000 2001*
Professional category and above								
ASG	1	1	–	–	–	–	1	1
D-2	2	2	–	–	1	1	3	3
D-1	4	4	–	–	2	2	6	6
P-5	6	6	–	–	7	7	13	13
P-4/3	29	29	–	–	39	37	68	66
P-2/1	8	8	–	–	2	2	10	10
Total	**50**	**50**	**–**	**–**	**51**	**49**	**101**	**99**
General Service category								
Principal level	8	8	–	–	8	8	16	16
Other levels	58	58	–	–	57	57	115	115
Total	**66**	**66**	**–**	**–**	**65**	**65**	**131**	**131**
Grand total	**116**	**116**	**–**	**–**	**116[a]**	**114[a]**	**232**	**230**

[a] 3 P-4, 4 P-3, 1 P-2 and 10 General Service (2 Principal level and 8 Other level) posts financed from reimbursement for support to extrabudgetary administrative structures.
3 P-5, 2 P-4, 5-P-3 and 21 General Service (4 Principal level and 17 Other level) posts financed from reimbursement for support to extrabudgetary substantive activities.
1 D-1, 1 P-4 and 9 General Service (1 Principal level and 8 Other level) posts financed from technical cooperation reimbursement resources.
1 D-2, 1 D-1, 4 P-5, 12 P-4, 10 P-3, 1 P-2 and 21 General Service (1 Principal level and 20 Other level) posts financed from the support account for peacekeeping operations in 1998–1999. With the exception of the P-3 level posts, which would be reduced by two from 10 to 8, the same number and level of posts would be required from the support account for peacekeeping operations in 2000–2001.
1 P-4, 1 P-3 and 4 General Service (Other level) posts under the Tax Equalization Fund.

A. Executive direction and management

Table 27B.4 **Summary of requirements by object of expenditure**

(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1996–1997 expenditures*	*1998–1999 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*2000–2001 estimates*
			Amount	*Percentage*			
Posts	957.5	836.2	–	–	836.2	53.0	889.2
Other staff costs	288.4	264.8	51.7	19.5	316.5	15.5	332.0
Consultants and experts	20.0	20.9	–	–	20.9	1.0	21.9
Travel	8.2	10.5	–	–	10.5	0.6	11.1
General operating expenses	56.3	69.3	(12.5)	(18.0)	56.8	2.8	59.6
Supplies and materials	27.1	24.6	–	–	24.6	1.2	25.8
Furniture and equipment	56.4	13.1	–	–	13.1	0.6	13.7
Total	**1 413.9**	**1 239.4**	**39.2**	**3.1**	**1 278.6**	**74.7**	**1 353.3**

(2) *Extrabudgetary resources*

1996-1997 expenditures	1998-1999 estimates	Source of funds	2000-2001 estimates
		(a) Services in support of:	
		(i) United Nations organizations	
–	–	Support to extrabudgetary administrative structures	–
		(ii) Extrabudgetary activities	
–	135.0	Support to extrabudgetary substantive activities	196.6
–	–	Technical cooperation reimbursement resources	–
–		Peacekeeping operations	–
–	–	(b) Substantive activities	–
–	–	(c) Operational projects	–
Total	**–**	**135.0**	**196.6**
Total (1) and (2)	**1 413.9**	**1 374.4**	**1 549.9**

Table 27B.5 **Post requirements**

Organizational unit: Office of the Assistant Secretary-General, Controller

	Established posts		Temporary posts					
	Regular budget		Regular budget		Extrabudgetary resources		Total	
	1998-1999	2000-2001	1998-1999	2000-2001	1998-1999	2000-2001	1998-1999	2000-2001
Professional category and above								
ASG	1	1	–	–	–	–	1	1
P-5	1	1	–	–	–	–	1	1
P-4/3	–	–	–	–	1	1	1	1
Total	**2**	**2**	**–**	**–**	**1**	**1**	**3**	**3**
General Service category								
Other levels	2	2	–	–	–	–	2	2
Total	**2**	**2**	**–**	**–**	**–**	**–**	**2**	**2**
Grand total	**4**	**4**	**–**	**–**	**1[a]**	**1[a]**	**5**	**5**

[a] One P-3 post financed from reimbursement for support to extrabudgetary substantive activities.

27B.8 The Assistant Secretary-General for Programme Planning, Budget and Accounts, Controller, establishes budgetary and accounting policies and procedures for the Organization and exercises financial control of the resources of the Organization. The Controller provides the overall direction, management and coordination of the work programme of the Office and administers and ensures compliance with the Financial Regulations and Rules, as well as the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation. The Controller advises the Secretary-General and the Under-Secretary-General for Management on policy matters with respect to the budget, plans, work programmes and finances of the United Nations; represents the Secretary-General in the committees of the General Assembly, the Advisory Committee on

Administrative and Budgetary Questions and the Committee for Programme and Coordination in the presentation of the budget outline, the biennial programme budgets, medium-term plans, peacekeeping budgets and budget performance reports; represents the Secretary-General in other bodies and working groups of the United Nations system and other international forums on budgetary and financial matters; and establishes budgetary and accounting policies, procedures and guidelines for the Organization; and exercises financial control of the resources of the Organization.

Resource requirements (at current rates)

Posts

27B.9 Total estimated requirements of $836,200 under this heading relate to the continuation of one Assistant Secretary-General, one P-5 and two General Service (Other level) posts.

Other staff costs

27B.10 The total provision of $316,500, including an increase of $51,700, would cover (a) general temporary assistance required during periods of peak workload and for maternity leave and sick leave replacements ($52,300), and for Repertory-related tasks involving the preparation of draft studies (arts. 17 and 19) for volume II of supplement 6 ($51,700), and (b) overtime for the Office as a whole ($212,500), in particular during sessions of the General Assembly, the Committee for Programme and Coordination and the Advisory Committee, as well as during the preparation of the medium-term plan for the period 2002–2005, the proposed programme budget for the biennium 2002–2003, peacekeeping and tribunal annual budgets and the end-of-year closing of the accounts.

Consultants

27B.11 The provision of $20,900 at the maintenance level would provide outside ad hoc expertise.

Travel

27B.12 A provision of $10,500 at the maintenance level is requested for the Controller and his designated representatives to undertake travel related to the functions of his office.

General operating expenses

27B.13 The total estimated requirements of $56,800, reflecting a reduction of $12,500, relate to the following: the rental of office equipment ($11,100); the share of the Controller's office in the maintenance and support of the local area network (LAN) technical infrastructure (including central servers) necessary for the support of central management services such as e-mail, UNIX for IMIS, etc. ($3,900); communications ($35,900); and maintenance of existing office automation equipment ($5,900).

Supplies and materials

27B.14 The estimated requirements of $24,600, at the maintenance level, relate to the cost of office supplies for the Office of Programme Planning, Budget and Accounts as a whole.

Furniture and equipment

27B.15 The estimated requirements of $13,100 relate to the upgrading and replacement of existing office automation equipment in the Controller's office.

B. Programme of work

1. Financial accounting and reporting

Table 27B.6 **Summary of requirements by object of expenditure**

(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1996-1997 expenditures*	*1998-1999 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*2000-2001 estimates*
			Amount	*Percentage*			
Posts	11 513.6	11 229.3	–	–	11 229.3	606.4	11 835.7
Other staff costs	810.1	421.4	797.8	189.3	1 219.2	59.3	1 278.5
Travel	3.2	8.1	–	–	8.1	0.4	8.5
Contractual services	38.3	26.2	–	–	26.2	1.2	27.4
General operating expenses	3.0	232.4	(99.2)	(42.6)	133.2	6.6	139.8
Furniture and equipment	234.1	285.4	(54.0)	(18.9)	231.4	11.2	242.6
Total	**12 602.3**	**12 202.8**	**644.6**	**5.2**	**12 847.4**	**685.1**	**13 532.5**

(2) *Extrabudgetary resources*

1996-1997 expenditures	*1998-1999 estimates*	*Source of funds*	*2000-2001 estimates*
		(a) Services in support of:	
		(i) United Nations organizations	
2 875.6	2 463.3	Support to extrabudgetary administrative structures	2 897.6
		(ii) Extrabudgetary activities	
2 130.0	3 316.1	Support to extrabudgetary substantive activities	3 523.3
1 124.3	1 291.6	Technical cooperation reimbursement resources	1 319.9
2 898.7	3 277.3	Peacekeeping operations	3 175.4
		(b) Substantive activities	
762.9	999.5	Tax Equalization Fund	1 013.0
–	–	(c) Operational projects	–
9 791.5	**11 347.8**		**11 929.2**
22 393.8	**23 550.6**		**25 461.7**

Table 27B.7 **Post requirements**

Organizational unit: Accounts Division

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1998 1999	*2000 2001*	*1998 1999*	*2000 2001*	*1998 1999*	*2000 2001*	*1998 1999*	*2000 2001*
Professional category and above								
D-2	1	1	–	–	–	–	1	1
D-1	2	2	–	–	–	–	2	2
P-5	2	2	–	–	3	3	5	5
P-4/3	14	14	–	–	22	22	36	36
P-2/1	6	6	–	–	2	2	8	8
Total	**25**	**25**	**–**	**–**	**27**	**27**	**52**	**52**
General Service category								
Principal level	6	6	–	–	7	7	13	13
Other levels	46	46	–	–	42	42	88	88
Total	**52**	**52**	**–**	**–**	**49**	**49**	**101**	**101**
Grand total	**77**	**77**	**–**	**–**	**76[a]**	**76[a]**	**153**	**153**

[a] 3 P-4, 4 P-3, 1 P-2 and 10 General Service (2 Principal level and 8 Other level) posts financed from reimbursement for support to extrabudgetary administrative structures (includes the secretariat of the Advisory Board on Compensation Claims and the Insurance Section).
2 P-5, 1 P-4, 3-P-3 and 18 General Service (4 Principal level and 14 Other level) posts financed from reimbursement for support to extrabudgetary substantive activities (includes the Insurance Section).
1 P-4 and 9 General Service (1 Principal level and 8 Other level) posts financed from technical cooperation reimbursement resources.
1 P-5, 3 P-4, 5 P-3, 1 P-2 and 8 General Service (Other level) posts financed from the support account for peacekeeping operations.
1 P-4, 1 P-3 and 4 General Service (Other level) posts under the Tax Equalization Fund.

27B.16 Financial accounting and reporting activities are implemented by the Accounts Division. The Division will continue to record and maintain all accounts of the United Nations on a fund basis; control the collection of monies and assist in the monitoring of expenditures and the financial assets of the Organization; ensure proper application of the Financial Regulations and Rules and established procedures relating to accounting matters; and effect timely and accurate payment of financial obligations of the Organization. Coordination and supervision of all health, life, property and liability insurance activities of the Organization will continue, as well as services to the Claims Board and the Advisory Board on Compensation Claims.

Outputs

27B.17 During the biennium 2000–2001, the following outputs will be delivered:

(a) *Parliamentary documentation.* Annual and biennial financial reports of the Secretary-General to the General Assembly;

(b) *Published material. Technical material.* Approximately 600 semi-annual financial statements for the regular budget, all peacekeeping operations, all trust funds, technical cooperation activities, revenue-producing activities, operations established by the Security Council and other special purpose funds;

(c) *Administrative support services*

(i) *Financial accounts*. Processing of various financial and accounting documents; recording the collection of monies and other receivables due to the Organization, amounting to several billion dollars per year; production of cash-flow forecasts for regular budget and peacekeeping operations; reconciliation of bank accounts; remittances of funds to the various peacekeeping missions, regional commissions and information centres located throughout the world; production of semi-annual financial statements; recording and preparation of semi-annual consolidated statements of income and expenditure for revenue-producing activities and all peacekeeping operations; and maintenance of accounts and reporting on trust funds and technical cooperation activities;

(ii) *Payments and disbursements*. Payment of salaries and related allowances and other benefits to United Nations staff, consultants and United Nations fellows; processing of income tax reimbursements (an activity funded under the Tax Equalization Fund); preparation of reports and statements of earnings, including annual United Nations Joint Staff Pension Fund reports and schedules; processing payments to vendors and other contractors; and processing of travel claims;

(iii) *Systems support*. Support of finance modules of IMIS; the general accounting system; the payroll system; after-service health insurance; tax reimbursement systems; LAN administration; the field accounting system; and the field payroll system;

(iv) Management and coordination of all life, health, property and liability insurance activities; and studying of alternative insurance plan structures as needed, in the light of developments in worldwide insurance markets;

(v) Provision of secretariat services to the United Nations Claims Board and the Advisory Board on Compensation Claims.

Significant workload indicators

	1996–1997 (actual)	*1998–1999 (estimates based on 1998 actual)*	*2000–2001 (estimates)*
Processing of accounting actions received from various departments and offices	896 504	1 000 000	1 100 000
Number of staff (all categories) processed on payroll (including UNDP, UNFPA, UNICEF, the United Nations Office for Project Services and non-local mission staff)	27 517	27 500	27 500
Management and coordination of all life, health, property and liability insurance activities:			
Negotiation of health and life insurance contracts	16	16	16
Purchase or renewal of major commercial insurance policies	33	33	33
Administration of insurance policies covering United Nations property and third-party liability	16	16	16
Number of enrolments of staff in medical, dental and life insurance (all categories of staff, including retired staff)	63 269	64 000	64 000
Number of claims reviewed for submission to the United Nations Claims Board and Advisory Board on Compensation Claims	427	450	475

Resource requirements (at current rates)

Posts

27B.18 Total estimated requirements of $11,299,300 relate to salaries and common staff costs for 77 posts. There is no change in the number and level of posts for the biennium 2000–2001.

Other staff costs

27B.19 Requirements of $1,219,200, reflecting an increase of $797,800, are estimated for general temporary assistance for periods of peak workload, as well as in connection with the maintenance functions with respect to IMIS Releases 3 and 4, as detailed in paragraph 27B.6 above.

Travel

27B.20 The provision of $8,100 relates to travel that would be undertaken in order to achieve better coordination of accounting and reporting procedures with duty stations away from Headquarters.

Contractual services

27B.21 The provision of $26,200 is for external printing of various reports.

General operating expenses

27B.22 Proposed requirements of $133,200 reflect a decrease of $99,200 as a result of anticipated reduction in the use of mainframe-based systems following the implementation of Release 4. The proposed resources would cover the Division's share of the maintenance and support of the LAN technical infrastructure (including central servers) necessary for the support of central management services, such as e-mail, UNIX for IMIS ($21,500) and the maintenance of existing office automation equipment ($111,700).

Furniture and equipment

27B.23 The estimated requirements of $231,400, which reflect a decrease of $54,000, relate to the upgrading and replacement of existing office automation equipment.

2. Programme planning and budgeting

Table 27B.8 **Summary of requirements by object of expenditure**

(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1996–1997 expenditures*	*1998–1999 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*2000–2001 estimates*
			Amount	*Percentage*			
Posts	5 877.5	6 565.8	–	–	6 565.8	435.1	7 000.9
Other staff costs	174.7	–	–	–	–	–	–
Travel	14.3	7.9	–	–	7.9	0.4	8.3
Contractual services	2.6	629.8	–	–	629.8	30.6	660.4
General operating expenses	119.6	147.3	–	–	147.3	7.2	154.5
Furniture and equipment	198.1	95.2	(45.6)	(47.8)	49.6	2.4	52.0
Total	**6 386.8**	**7 446.0**	**(45.6)**	**(0.6)**	**7 400.4**	**475.7**	**7 876.1**

(2) *Extrabudgetary resources*

1996-1997 expenditures	*1998-1999 estimates*	*Source of funds*	*2000-2001 estimates*
		(a) Services in support of:	
		(i) United Nations organizations	
–	–	Support to extrabudgetary administrative structures	–
		(ii) Extrabudgetary activities	
566.5	971.3	Support to extrabudgetary substantive activities	1 116.0
260.5	200.4	Technical cooperation reimbursement resources	293.2
–		Peacekeeping operations	–
–	–	(b) Substantive activities	–
–	–	(c) Operational projects	–
827.0	**1 171.7**	**Total**	**1 409.2**
7 213.8	**8 617.7**	**Total (1) and (2)**	**9 285.3**

Table 27B.9 **Post requirements**

Organizational unit: Programme Planning and Budget Division

Established posts		*Temporary posts*					
Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
1998-1999	*2000-2001*	*1998-1999*	*2000-2001*	*1998-1999*	*2000-2001*	*1998-1999*	*2000-2001*
Professional category and above							
D-2	1	1	–	–	–	–	1	1
D-1	2	2	–	–	1	1	3	3
P-5	3	3	–	–	1	1	4	4
P-4/3	15	15	–	–	2	2	17	17
P-2/1	2	2	–	–	–	–	2	2
Total	**23**	**23**	**–**	**–**	**4**	**4**	**27**	**27**
General Service category								
Principal level	2	2	–	–	–	–	2	2
Other levels	10	10	–	–	3	3	13	13
Total	**12**	**12**	**–**	**–**	**3**	**3**	**15**	**15**
Grand total	**35**	**35**	**–**	**–**	**7[a]**	**7[a]**	**42**	**42**

[a] One P-5, one P-4, one P-3 and three General Service (Other level) posts financed from reimbursement for support to extrabudgetary substantive activities. One D-1 post financed from technical cooperation reimbursement resources.

27B.24 Responsibility for programme planning and budgeting rests with the Programme Planning and Budget Division. During the biennium, the Division will continue to focus on: (a) developing and implementing policies, procedures and methodology, consistent with the Financial Regulations and Rules and the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation, on matters related to the programme budget

and extrabudgetary resources; (b) enhancing the integrated process of planning, programming and budgeting in all sectors of the programme budget of the Organization; (c) preparing and presenting to the legislative bodies the Secretary-General's budget outline; coordinating the preparation of biennial programme budgets and medium-term plans and revisions thereto, budget performance reports and other reports on budgetary matters, including statements on programme budget implications of new activities, as well as revised or supplementary programme budget proposals and presenting them to the legislative bodies; (d) establishing control reporting systems and procedures relating to the implementation of programme budgets, medium-term plans and extrabudgetary funds to ensure the economical and proper use of resources approved by the General Assembly, authorization of allotments and staffing tables; (e) implementing and operating relevant components of IMIS; (f) providing substantive services on programme and budgetary issues to the Fifth Committee and other committees of the General Assembly, the Economic and Social Council and its subsidiary bodies, the Advisory Committee on Administrative and Budgetary Questions and the Committee for Programme and Coordination.

Outputs

27B.25 During the biennium 2000–2001, the following outputs will be delivered:

(a) *Servicing of intergovernmental/expert bodies (RB/XB)*

(i) *Substantive servicing of meetings*. Approximately 30 formal meetings and 50 informal consultations of the Fifth Committee; approximately 35 formal meetings and 40 informal consultations of the Committee for Programme and Coordination; and approximately 150 meetings of the Advisory Committee;

(ii) *Parliamentary documentation*. Draft medium-term plan for the period 2002–2005 (in fascicle form); proposed outline of the programme budget for the biennium 2002–2003; proposed programme budget for the biennium 2002–2003 (in fascicle form); first and second budget performance reports for the biennium 2000–2001; annual budgets and budget performance reports of the International Tribunal for the Prosecution of Persons Responsible for Serious Violations of International Humanitarian Law Committed in the Territory of the Former Yugoslavia since 1991 and the International Criminal Tribunal for the Prosecution of Persons Responsible for Genocide and Other Serious Violations of International Humanitarian Law Committed in the Territory of Rwanda and Rwandan Citizens Responsible for Genocide and Other Such Violations Committed in the Territory of Neighbouring States between 1 January and 31 December 1994 (8 reports); approximately 30 reports to the Fifth Committee of the General Assembly on administrative and budgetary and programming matters; approximately 40 statements of programme budget implications to the General Assembly, the Economic and Social Council and its subsidiary bodies; approximately 10 reports to the Advisory Committee on Administrative and Budgetary Questions on specific budgetary and financial matters; and provision of conference room papers and additional information to the Fifth Committee, the Committee for Programme and Coordination and the Advisory Committee (as required);

(iii) *Other services provided*. Assistance to the Fifth Committee in the preparation of its reports to the General Assembly (approximately 40 reports); and assistance to the Committee for Programme and Coordination in the preparation of its reports to the General Assembly.

(b) *Administrative support and finance services*

(i) Review of draft resolutions and decisions before the General Assembly, the Economic and Social Council and their subsidiary bodies; preparation of revised estimates arising from decisions of the Security Council (as required); and review and analysis of cost plans for extrabudgetary financing;

(ii) Issuance of authorizations, guidelines or instructions, with a view to improving administrative and financial procedures and rationalizing the use of resources; review and analysis of trust fund proposals and the establishment of their terms of reference and agreements with contributors; review of programme budget implications of host-country agreements for meetings held away from established headquarters; review of financial and budgetary issues in draft reports to the General Assembly, the Economic and Social Council and their subsidiary bodies; issuance of allotment advices and staffing table authorizations; monitoring of expenditures, review of proposals for revisions to allotment advices and preparation of requests for supplementary estimates; preparation of requests for authorization to incur unforeseen and extraordinary expenditures; and maintenance of vacancy statistics and certifying officers' panel;

(iii) Maintenance and operation of computerized budget information system and management of data structure, data input and system control; monitoring of actual staff costs and inflation trends and creation of standard salary costs and establishment of budget costing parameters for the purpose of budget planning and budget performance projections.

Significant workload indicators

	1996–1997 (actual)	*1998–1999 (estimates based on 1998 actual)*	*2000–2001 (estimates)*
Review of extrabudgetary cost plans and trust fund proposals	370	370	370
Review of host country agreements concerning meetings	5	4	5
Review of agreements with donors	11	15	15
Issuance of allotments and staffing tables	3 151	3 350	3 600

Resource requirements (at current rates)

Posts

27B.26 Requirements under this heading have been estimated at $6,565,800 to cover the salaries and common staff costs of 35 posts. There is no change in the number and level of posts for the biennium 2000–2001.

Travel

27B.27 A provision of $7,900 for travel in 2000–2001 is proposed.

Contractual services

27B.28 A provision of $629,800 is proposed for data-processing services to enhance the capacity of the current budget information system and increase necessary interfaces with IMIS.

General operating expenses

27B.29 The provision of $147,300, relates to the Division's share of the maintenance and support of the LAN technical infrastructure (including central servers) necessary for the support of central management services such as e-mail, UNIX for IMIS ($98,700) and maintenance of existing office automation equipment ($48,600).

Furniture and equipment

27B.30 Estimated requirements of $49,600, reflecting a decrease of $45,600, relate to the updating and replacement of existing office automation equipment of the Division.

3. Financial services relating to peacekeeping matters

Table 27B.10 **Summary of requirements by object of expenditure**

(Thousands of United States dollars)

Extrabudgetary resources

1996–1997 expenditures	*1998–1999 estimates*	*Source of funds*	*2000–2001 estimates*
		(a) Services in support of:	
–	–	(i) Other United Nations organizations	–
		(ii) Extrabudgetary activities	
–	–	Support to extrabudgetary substantive activities	–
4 866.0	5 343.9	Peacekeeping operations	5 189.7
–	–	(b) Substantive activities	–
–	–	(c) Operational projects	–
4 866.0	**5 343.9**	**Total**	**5 189.7**

Table 27B.11 **Post requirements**

Organizational unit: Peacekeeping Financing Division

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1998–1999	*2000–2001*	*1998–1999*	*2000–2001*	*1998–1999*	*2000–2001*	*1998–1999*	*2000–2001*
Professional category and above								
D-2	–	–	–	–	1	1	1	1
D-1	–	–	–	–	1	1	1	1
P-5	–	–	–	–	3	3	3	3
P-4/3	–	–	–	–	14	12	14	12
Total	**–**	**–**	**–**	**–**	**19**	**17**	**19**	**17**
General Service category								
Principal level	–	–	–	–	1	1	1	1
Other levels	–	–	–	–	12	12	12	12
Total	**–**	**–**	**–**	**–**	**13**	**13**	**13**	**13**
Grand total	**–**	**–**	**–**	**–**	**32[a]**	**30[a]**	**32**	**30**

[a] Posts financed from the support account for peacekeeping operations:
1998–1999: 1 D-2, 1 D-1, 3 P-5, 9 P-4, 5 P-3 and 13 General Service (1 Principal level and 12 Other level).
2000–2001: 1 D-2, 1 D-1, 3 P-5, 9 P-4, 3 P-3 and 13 General Service (1 Principal level and 12 Other level).

27B.31 Financial services relating to peacekeeping matters are carried out by the Peacekeeping Financing Division. During the biennium, the Division will continue to focus on: (a) establishing policies, procedures and methodology for estimation of resource requirements and providing policy guidance, consistent with the Financial Regulations and Rules, on matters relating to the financing of peacekeeping operations; (b) preparing and presenting to the legislative bodies the Secretary-General's annual budgets and performance reports, related liquidation budgets and reports on the disposition of assets; annual reports

on the support account for peacekeeping operations; and other reports concerning administrative and budgetary aspects of the financing of peacekeeping operations; statements to the Security Council and other reports on activities authorized by the Security Council resolutions other than peacekeeping operations; (c) monitoring the cash-flow status of the special accounts for each peacekeeping operation, recommending the short-term investment of cash not immediately required for each of the special accounts; authorizing payment to Governments for settlement of certified death and disability, contingent-owned equipment and letters-of-assist claims; and with regard to troop cost reimbursements to Governments, determining average monthly troop strengths, establishing amounts reimbursable and initiating payments; (d) providing substantive services to the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee of the General Assembly on peacekeeping financing issues; and (e) implementing and operating the components of IMIS.

27B.32 Emphasis will be placed on refining and improving upon budget formulation and techniques and standardized budget formats and presentations of budgets and financial performance reports for individual peacekeeping operations. The Division will continue to improve on financial management techniques with a view to ensuring that peacekeeping operations are administered with maximum efficiency and economy. The Division will also continue to streamline and standardize budgeting techniques and procedures.

Outputs

27B.33 During the biennium 2000–2001, the following outputs will be delivered:

(a) *Servicing of intergovernmental/expert bodies (XB)*

(i) *Substantive servicing of meetings*. Approximately 80 formal meetings and 70 informal consultations of the Fifth Committee; and approximately 130 meetings of the Advisory Committee on Administrative and Budgetary Questions;

(ii) *Parliamentary documentation*. Submission of approximately 120 reports on budget estimates and budget performance reports to the General Assembly on the financing of active, completed and closed missions: UNDOF, UNIFIL, UNIKOM, UNFICYP, UNOMIL, UNAVEM, MINURSO, UNMIBH, UNMOP, UNPREDEP, UNOMIG, UNMOT, MIPONUH, MINURCA, UNOMSIL, UNTAES, UNPF, UNASOM, UNAMIR and new missions to be authorized by the Security Council, as well as reports on administrative and budgetary aspects of the financing of the United Nations peacekeeping operations (including the review of the rates of reimbursement, the peacekeeping reserve fund, the support account for peacekeeping operations and the United Nations Logistics Base at Brindisi); submission of approximately 60 statements of financial implications and addenda to the reports of the Secretary-General to the Security Council on the financing of all peacekeeping operations; and submission of approximately 30 written presentations to the Advisory Committee on Administrative and Budgetary Questions on specific peacekeeping financing issues;

(b) *Other substantive activities*. Approximately 1,200 initiation-of-payment actions and letters to troop-contributing Governments.

(c) *Administrative support and finance services*

(i) *Budget formulation*. Review and analysis of performance reports and cost estimates for the financing of individual peacekeeping operations and for activities related to Security Council resolutions 687 (1991) and 986 (1995) on the situation between Iraq and Kuwait, review of proposals to be financed from the trust funds established for peacekeeping/peacemaking operations, the support account for peacekeeping operations, the United Nations Logistics Base at Brindisi and General Assembly resolution 52/223 of 22 December 1997 governing unforeseen and extraordinary expenses; and review and verification of data generated by the Department

of Peacekeeping Operations on annually updated standard ratios and standard cost manual (including mission-specific costs) used in the formulation of peacekeeping operation budgets;

(ii) *Budgetary control.* Issuance and revision of allotments and staffing table authorizations; review and analysis of monthly statements of expenditures for all peacekeeping operations, the support account for peacekeeping operations and the United Nations Logistics Base at Brindisi, as well as for activities related to Security Council resolutions 687 (1991) and 986 (1995);

(iii) *Monitoring of financial status.* Review and analysis of the financial status of special accounts for peacekeeping and for missions and determination of the amounts needed for operational and backstopping costs, as required; constant monitoring of cash levels of individual peacekeeping operations special accounts and projected cash flow requirements; monthly determination of troop strength and the amounts payable to each troop-contributing Government; preparation of troop cost payment instructions when the cash flow situation permits; confirmation of availability of funds in peacekeeping special accounts before payments to Governments by the Accounts Division of claims certified by the Department of Peacekeeping Operations; issuance of authorizations and/or guidelines for other payments to each Government providing troops or logistic support to peacekeeping and other missions; and monitoring and use of the peacekeeping reserve fund pursuant to the provisions of General Assembly resolution 49/233 A of 23 December 1994;

(iv) *Liaison with Governments.* Discussions with Governments, including troop-contributing Governments, on the financial status of each mission and its implications for the respective peacekeeping operations; and liaison with troop-contributing Governments on financial matters relating to peacekeeping operations, including details of payments outstanding to them;

(v) *Rates of reimbursement formulation.* Review and analysis of data submitted periodically by troop-contributing Governments on the cost of providing national troops to peacekeeping and other missions; annual review and analysis of changes in inflation and currency exchange rates and their implications for standard rates of reimbursement for troop costs.

Significant workload indicators

	1996–1997 (actual)	*1998–1999 (estimates based on 1998 actual)*	*2000–2001 (estimates)*
Issuance of allotments and staffing table authorizations	677	720	750
Number of payments initiated to Governments	701	1 200	1 300

Resource requirements (at current rates)

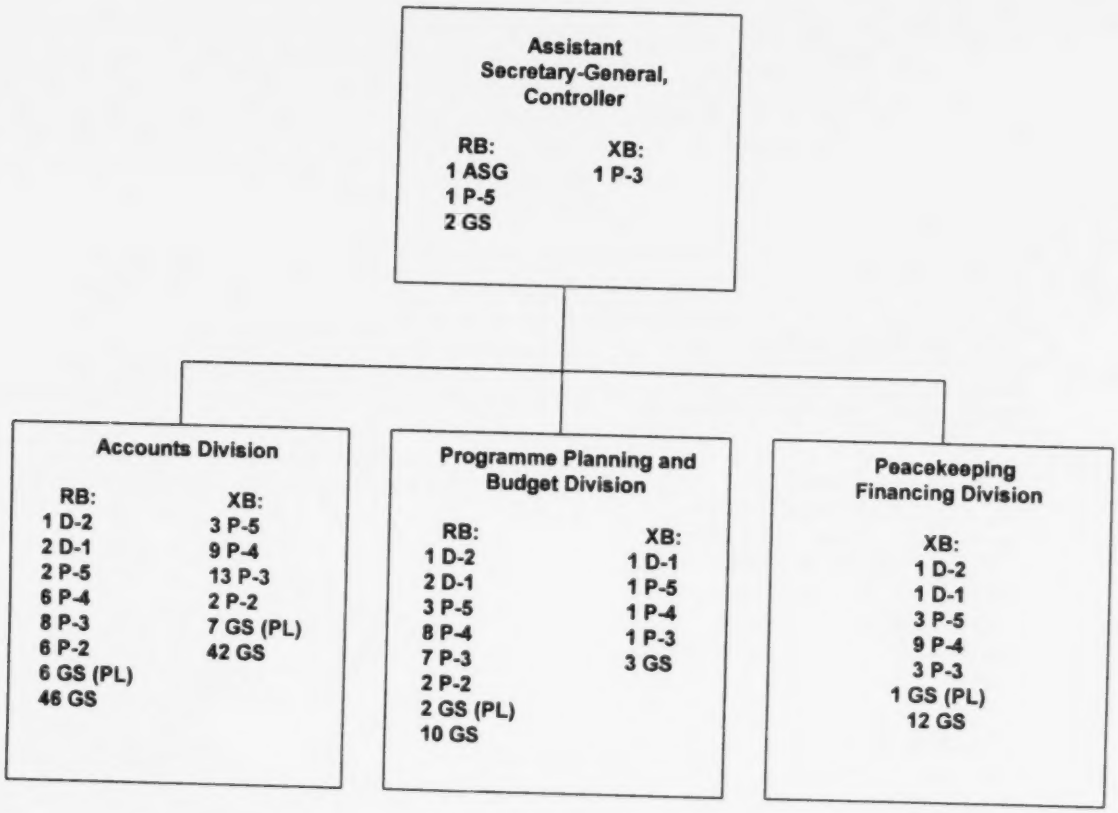
27B.34 The resource requirements of the Division are financed from the peacekeeping support account and, for the biennium 2000–2001, reflect proposals to be considered by the General Assembly at its resumed fifty-third session in May 1999.

Table 27B.12 **Summary of follow-up action taken to implement relevant recommendations of the internal and external oversight bodies and the Advisory Committee on Administrative and Budgetary Questions**

Brief description of the recommendation	*Action taken to implement the recommendation*
Board of Auditors (A/53/5, vol. I, chap. II)	
Modification of budget performance reports presented to the General Assembly to reflect the actual expenditures and projections closer to the end of the biennium in the context of IMIS Release 3 (para. 23).	The Programme Planning and Budget Division has modified the existing established arrangements for generating the first performance report within each biennium. Steps have been taken to reflect expenditure variances from the budget due to exchange rate inflation and common staff costs rate changes, as well as to other variances related to salaries and common staff costs as a consequence of differences between experience and budgeted vacancy rates. Thus, the first performance report for the biennium 1998–1999 captures the major additional source of variances, as a result of which actual expenditures are expected to be better reflected in the second performance report to be represented towards the end of the biennium. In addition, during the preparation of the second performance report for the biennium 1996–1997, advantage was taken by the Programme Planning and Budget Division of the availability at Headquarters of more timely expenditure reports for Headquarters-based expenditures as a result of the implementation of IMIS Release 3 in New York.
Improvement of monitoring to ensure that final expenditures by each section and responsibility centre are as close as possible to the allotments issued for the biennium (paras. 11 (a) and 27).	The Programme Planning and Budget Division has continued to monitor expenditures by section and responsibility centre, so as to ensure compliance with the approved allotment levels. In addition, as already mentioned above, the Division has modified procedures for the preparation of the first performance report in the context of the biennium 1998–1999. Specifically, it requested department heads to review their expenditures for the first 9 or 10 months of 1998 and to project their needs through the end of the calendar year so as to provide a better basis for adjusting the initial appropriation in the context of the first performance report. This will allow the Division to better reflect changes in requirements with regard to the great bulk of expenditures of the regular budget which fall under established posts.
Integration of all accounting systems with IMIS as a matter of priority (paras. 11 (b) and 32).	In preparation for the implementation of IMIS at offices away from Headquarters, those offices have been provided with the IMIS chart of accounts to be used in the conversion of their accounts for integration with IMIS.

Brief description of the recommendation	*Action taken to implement the recommendation*
Modification of Release 3 of IMIS: (a) to avoid the necessity of introducing substantial adjustments to accounts receivable and accounts payable outside IMIS; (b) to provide detailed information about debtor/creditor identity in respect of each item of accounts receivable and accounts payable; and (c) to enable the Organization to actively pursue recovery, especially in long-outstanding accounts (paras. 11 (c) and 39).	A thorough review of how receivables and payables are processed in IMIS was undertaken, on the basis of which a proposal for additional general ledger codes and corresponding posting rules in IMIS was made to ensure better management of receivables and payables. Furthermore, an offset report for the June 1998 financial reporting allows the identification of balances relating to individual payees and to the netting of those balances, where appropriate, for reporting purposes, as well as providing information allowing adjusting entries to be recorded in the system. Various changes in IMIS will be progressively implemented.
(a) Review by United Nations Headquarters of the level of supporting information provided with inter-office vouchers to ensure that sufficient details are included to enable the transactions to be verified and properly recorded;	Ongoing dialogue with overseas offices has alerted Headquarters to the nature of the difficulties connected with the introduction of IMIS, and every effort has been made, including the issuance of guidelines, to ensure that complete supporting documentation is provided to batch the inter-office vouchers and supporting documentation with greater frequency and clarity. A thorough review of inter-office voucher processing is being undertaken with a view to simplifying the process and improving it as necessary.
(b) Regular monitoring and reconciliation by United Nations Headquarters and the United Nations Office at Geneva of inter-office vouchers so that by the end of a given financial period such transactions would be properly reflected in the accounts;	
(c) Inter-office vouchers should be shown in the financial statements in gross terms, properly classified as transactions awaiting processing (para. 48).	
Review of the status of outstanding advances to executing agencies, particularly the old items, and obtain the relevant accounts; institution of measures to ensure that executing agencies provide accounts on a regular basis (para. 57).	In addition to the periodic reviews that are being conducted, more frequent follow-up is being done with agencies through the substantive departments and offices of the Secretariat.

Office of Programme Planning, Budget and Accounts
Proposed organizational structure and post distribution for the biennium 2000-2001



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Proposed programme budget for the biennium 2000–2001*

Part VIII
Common support services

Section 27C
Office of Human Resources Management

(Programme 24 of the medium-term plan for the period 1998–2001)

Contents

		Page
Overview		2
A.	Executive direction and management	7
B.	Programme of work	9
1.	Operational services	9
2.	Specialist services	14
3.	Medical services	20
C.	Training and staff development programmes	23

* The present document contains section 27C of the proposed programme budget for the biennium 2000–2001. The complete proposed programme budget will subsequently be issued in final printed form as *Official Records of the General Assembly, Fifty-fourth Session, Supplement No. 6* (A/54/6/Rev.1).

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Section 27C
Office of Human Resources Management

(Programme 24 of the medium-term plan for the period 1998–2001)

Overview

27C.1 Subprogramme 24.3, Human resource management, of programme 24, Management and central support services, of the medium-term plan for the period 1998–2001 as revised (A/53/6/Rev.1), provides a general guide to the activities and strategies to be implemented by the Office of Human Resources Management. The responsibilities of the Office are set out in Secretary-General's bulletin ST/SGB/1998/12. The primary objective of the subprogramme is to continue to develop, implement and sustain a modern human resources management system that ensures that the Secretariat can carry out its functions efficiently and effectively.

27C.2 With the adoption of its resolution 49/222 A of 23 December 1994, the General Assembly set in motion a strategy to reform the management of the human resources of the Secretariat. Progress in the implementation of the strategy was reviewed by the Assembly at its fifty-first session and noted in its resolution 51/226 of 3 April 1997, whereby the Assembly called upon the Secretary-General to pursue the full implementation of his strategy as soon as possible, bearing in mind the provisions of that resolution.

27C.3 In his report entitled "Renewing the United Nations: a programme for reform" (A/51/950), the Secretary-General set forth a new vision for management that would support a more relevant and more effective United Nations and better servicing of Member States and for the modernization of the management of human resources of the Organization. It included a vision for strengthening the staff of the United Nations and stressed the need to move away from labour-intensive day-to-day staff administration and mechanical compliance with complex rules and cumbersome processes. Key human resources issues, such as geographical distribution and gender balance in the Secretariat, a succession programme to cope with projected retirements over the next decade and a needed change in the management culture of the Organization came to the fore. Action 18 of the Secretary-General's proposals included concrete steps in recruitment and placement, human resources planning, career service and compensation packages, career development and mobility, performance management and staff-management consultation. By its resolution 52/12 A of 12 November 1997, the General Assembly commended the efforts and initiatives of the Secretary-General aimed at reforming the United Nations and called upon him to implement the actions proposed, taking into account the views and comments expressed by Member States.

27C.4 In line with his strategy for reform, the Secretary-General established a Task Force for Human Resources Management Reform for the purpose of conducting a thorough review of the human resources management of the Organization. The Task Force conducted its review during the first half of 1998 and presented its recommendations to the Secretary-General in September 1998. The basic conclusion made by the Task Force was that while changes in policies, processes and systems were essential, they could not by themselves bring about a radical transformation of human resources management in the Secretariat. They would have to be accompanied by a strategic shift in underlying attitudes and behaviours. It was necessary to create a global organizational culture that valued responsiveness and accountability while rewarding innovation, high performance, managerial excellence and continuous learning. Such a fundamental cultural change required time, a process of continuous communication throughout the Organization, the broadest possible participation and dedication of adequate resources to see the process through.

27C.5 In his report to the General Assembly at its fifty-third session (A/53/414), the Secretary-General proposed a programme for the reform of human resources management in the Organization. The programme builds on the strategy adopted by the Assembly in 1994 and draws upon the recommendations of the Task Force and extensive consultations with staff and managers. In that programme the Secretary-General committed himself to creating an organizational culture that was responsive and results-oriented, that rewarded creativity and innovation and that promoted continuous learning, high performance and managerial

excellence. In order to undertake and accomplish those tasks, the Office of Human Resources Management must delegate administrative functions to the heads of departments and offices and concentrate on areas of human resources planning, human resources information management systems, career development and provision of advice and support while monitoring the delegation of authority to sectoral and line managers of the Secretariat. The Office will play a key role by working with programme managers to attract, develop and retain personnel of the highest calibre who are dedicated to meeting the challenges facing the Organization. It will intensify its efforts to develop principles and policies, establish guidelines, streamline procedures, provide advice and monitor compliance with human resources policy while maintaining central functions such as management of mobility-related issues and reassignments of staff, implementation of Organization-wide core staff development programmes, administration of those common personnel services that are more cost-effective when administered centrally and follow-up on accountability.

27C.6 In line with the above objectives, during the biennium 2000–2001, the Office would focus on: (a) progressive implementation of a staff training and development programme, including Organization-wide training and learning coordination; (b) concentration of its resources in designated areas to manage the process of delegation of authority and the monitoring and accountability systems, utilizing the particular advantages of the Integrated Management Information System (IMIS); and (c) contributing to the staff-management global consultative process. That would require the concentration of resources in priority areas of the Office through internal redeployment to the extent possible as well as the further strengthening of priority areas through the addition of resources.

27C.7 For the biennium 2000–2001, the overall structure of the Office will remain essentially the same, comprising the Office of the Assistant Secretary-General and three divisions: the Operational Services Division, the Specialist Services Division and the Medical Services Division. As detailed under the various subprogrammes, minor changes were proposed to rationalize the new functions or to emphasize new work priorities, in support of the reform of human resources management. Many of the traditional functions of the Office must continue to be performed until delegation of authority can be completed. During the biennium, the Office will be performing those functions while at the same time evolving into an office that develops policy, monitors delegation and provides advice and guidance while at the same time performing those human resources management functions that are best performed centrally. Therefore, during the first half of the biennium, the Office would need to be in a position to develop guidelines, train those to whom authority is to be delegated and make the necessary changes to the administrative instructions so that the processes can be delegated. In order to meet those challenges, the Office has begun developing a monitoring capacity that would allow for providing guidance and support to those offices to which authority has been delegated. During the biennium 2000–2001, the Office intends to continue to review its staff and non-staff resource requirements with the intent of redeploying resources as required by specific contingent actions.

27C.8 The regular budget requirements proposed under this section ($46,311,400) reflect an increase of $1.6 million, or 3.6 per cent, as compared with the 1998–1999 revised appropriation. The increase is mainly attributable to the global staff training and development activities that would have received priority attention within the Office during the biennium. The regular budget resources would be supplemented by extrabudgetary funding derived mainly from programme support income received as reimbursement for services provided by the central administration to extrabudgetary activities, funds and programmes, as well as from the support account for peacekeeping operations. For the biennium 2000–2001, that component would amount to $4,623,500. Those resources would be utilized to maintain additional staff capacity to provide services related to extrabudgetary activities, funds and programmes, as well as to meet some of the operational costs of those services.

27C.9 The estimated percentage distribution of the total resources for the Office for the biennium 2000–2001 under this section would be as follows:

	Regular budget	*Extra-budgetary*
	(percentage)	
A. Executive direction and management	9.0	–
B. Programme of work		
1. Operational services	27.7	16.8
2. Specialist services	23.5	24.5
3. Medical services	6.2	51.0
C. Training and staff development programmes	33.6	7.7
Total	**100.0**	**100.0**

Table 27C.1 Summary of requirements by component

(Thousands of United States dollars)

(1) *Regular budget*

Component	*1996-1997 expenditures*	*1998-1999 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*2000-2001 estimates*
			Amount	*Percentage*			
A. Executive direction and management	3 462.4	3 961.2	209.6	5.2	4 170.8	235.1	4 405.9
B. Programme of work							
1. Operational services	14 485.5	12 679.9	119.3	0.9	12 799.2	734.9	13 534.1
2. Specialist services	12 986.2	11 048.7	(232.4)	(2.1)	10 816.3	645.1	11 461.4
3. Medical and employee assistance	3 436.3	2 786.1	95.6	3.4	2 881.7	153.9	3 035.6
C. Training and staff development programmes	8 799.5	14 199.9	1 443.5	10.1	15 643.4	760.0	16 403.4
Total	**43 169.9**	**44 675.8**	**1 635.6**	**3.6**	**46 311.4**	**2 529.0**	**48 840.4**

(2) *Extrabudgetary resources*

1996–1997 expenditures	1998–1999 estimates	Source of funds	2000–2001 estimates
		(a) Services in support of:	
		(i) United Nations organizations	
160.0	2 002.1	Support to extrabudgetary administrative structures	2 003.5
		(ii) Extrabudgetary activities	
–	10.0	Support to extrabudgetary substantive activities	–
186.3	196.6	Technical cooperation reimbursement resources	196.6
2 007.3	2 828.4	Peacekeeping operations	2 395.2
		(b) Substantive activities	
1.7	–	French Language Trust Fund	28.2
82.7	109.6	Secretariat News Trust Fund	–
2.5	–	Trust Fund for Staff Health Promotion	–
26.1	–	Trust Fund to Support the Survey of United Nations Staff on Harassment in the Workplace	–
–	–	(c) Operational projects	–
2 466.6	**5 146.7**	**Total**	**4 623.5**
45 636.5	**49 822.5**	**Total (1) and (2)**	**53 463.9**

Table 27C.2 **Summary of requirements by object of expenditure**

(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	1996–1997 expenditures	1998–1999 appropriations	Resource growth		Total before recosting	Recosting	2000–2001 estimates
			Amount	Percentage			
Posts	29 271.8	27 330.1	(756.3)	(2.7)	26 573.8	1 569.9	28 143.7
Other staff costs	2 961.4	1 225.6	682.9	55.7	1 908.5	92.8	2 001.3
Consultants and experts	68.7	62.2	11.5	18.4	73.7	3.6	77.3
Travel	537.1	585.7	95.0	16.2	680.7	33.0	713.7
Contractual services	9 080.2	14 463.7	1 443.5	9.9	15 907.2	772.7	16 679.9
General operating expenses	171.2	294.6	59.0	20.0	353.6	17.1	370.7
Hospitality	4.4	7.5	–	–	7.5	0.4	7.9
Supplies and materials	466.0	360.1	–	–	360.1	17.6	377.7
Furniture and equipment	609.1	346.3	100.0	28.8	446.3	21.9	468.2
Total	**43 169.9**	**44 675.8**	**1 635.6**	**3.6**	**46 311.4**	**2 529.0**	**48 840.4**

(2) *Extrabudgetary resources*

1996-1997 expenditures	1998-1999 estimates	Object of expenditure	2000-2001 estimates
2 328.0	4 137.9	Posts	3 698.9
69.7	677.8	Other staff costs	633.8
26.1	–	Consultants and experts	–
–	14.5	Travel	–
30.9	268.6	Contractual services	262.6
1.3	37.9	General operating expenses	–
4.0	10.0	Supplies and materials	28.2
6.6	–	Furniture and equipment	–
Total	**2 466.6**	**5 146.7**	**4 623.5**
Total (1) and (2)	**45 636.5**	**49 822.5**	**53 463.9**

Table 27C.3 **Post requirements**

Organizational unit: Office of Human Resources Management

	Established posts		Temporary posts					
	Regular budget		Regular budget		Extrabudgetary resources		Total	
	1998-1999	2000-2001	1998-1999	2000-2001	1998-1999	2000-2001	1998-1999	2000-2001
Professional category and above								
ASG	1	1	–	–	–	–	1	1
D-2	3	3	–	–	–	–	3	3
D-1	5	5	–	–	–	–	5	5
P-5	16	16	–	–	2	2	18	18
P-4/3	35	35	–	–	8	6	43	41
P-2/1	10	10	–	–	–	–	10	10
Total	**70**	**70**	**–**	**–**	**10**	**8**	**80**	**78**
General Service category								
Principal level	13	13	–	–	3	3	16	16
Other level	80	77	–	–	12	12	92	89
Total	**93**	**90**	**–**	**–**	**15**	**15**	**108**	**105**
Grand total	**163**	**160**	**–**	**–**	**25[a]**	**23[b]**	**188**	**183**

[a] Posts in support of extrabudgetary administrative structures: one P-5, one P-4, nine General Service (three Principal level and six Other level); posts financed from technical cooperation reimbursement resources: one P-3; posts financed from the support account for peacekeeping operations: one P-5, five P-4, one P-3 and six General Service (Other level).

[b] Posts in support of extrabudgetary administrative structures: one P-5, one P-4, nine General Service (three Principal level and six Other level); posts financed from technical cooperation reimbursement resources: one P-3, posts financed from the support account for peacekeeping operations: one P-5, four P-4 and six General Service (Other level).

A. Executive direction and management

Table 27C.4 **Summary of requirements by object of expenditure**

(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1996–1997 expenditures*	*1998–1999 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*2000–2001 estimates*
			Amount	*Percentage*			
Posts	3 219.4	3 546.1	–	–	3 546.1	204.8	3 750.9
Other staff costs	62.2	88.1	114.6	130.0	202.7	9.8	212.5
Travel	26.5	186.8	95.0	50.8	281.8	13.7	295.5
Contractual services	45.6	42.8	–	–	42.8	2.0	44.8
General operating expenses	96.0	73.4	–	–	73.4	3.6	77.0
Hospitality	2.3	5.1	–	–	5.1	0.2	5.3
Supplies and materials	–	10.4	–	–	10.4	0.6	11.0
Furniture and equipment	10.4	8.5	–	–	8.5	0.4	8.9
Total	**3 462.4**	**3 961.2**	**209.6**	**5.2**	**4 170.8**	**235.1**	**4 405.9**

Table 27C.5 **Post requirements**

Organizational unit: Office of the Assistant Secretary-General

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1998–1999	*2000–2001*	*1998–1999*	*2000–2001*	*1998–1999*	*2000–2001*	*1998–1999*	*2000–2001*
Professional category and above								
ASG	1	1	–	–	–	–	1	1
P-5	2	2	–	–	–	–	2	2
P-4/3	5	5	–	–	–	–	5	5
Total	**8**	**8**	**–**	**–**	**–**	**–**	**8**	**8**
General Service category								
Principal level	3	3	–	–	–	–	3	3
Other level	10	10	–	–	–	–	10	10
Total	**13**	**13**	**–**	**–**	**–**	**–**	**13**	**13**
Grand total	**21**	**21**	**–**	**–**	**–**	**–**	**21**	**21**

27C.10 The Assistant Secretary-General for Human Resources Management provides the Secretary-General, through the Under-Secretary-General for Management, with advice and support on all matters that relate to the direction and coordination of human resources management strategies, policies and programmes throughout the Secretariat, as implemented by the Office of Human Resources Management or through delegated authority, in particular those ensuing from the Secretary-General's strategy for the management of the Organization's human resources; represents the Secretary-General on matters pertaining to human resources management vis-à-vis representatives of Member and Observer States at meetings of the Main Committees of the General Assembly, the Advisory Committee on Administrative and Budgetary Questions, and other intergovernmental bodies, international organizations, governmental and non-governmental organizations, the International Civil Service Commission (ICSC) and other programmes and organizations of the United Nations system, through the Administrative Committee on Coordination and its subsidiary bodies, and representatives of the media; and represents management in the conduct of staff-management consultations,

as envisaged in article VIII of the Staff Rules. In discharging her responsibilities, the Assistant Secretary-General is assisted by her immediate office. The office supports the Assistant Secretary-General in the direction and supervision of the Office of Human Resources Management and is responsible for the organization of the work of substantive divisions, monitoring and following up on the implementation of the approved programme of work. In the context of servicing of the General Assembly, it is envisaged that the Assistant Secretary-General and her immediate office would service approximately 15 formal meetings and 50 informal consultations of the Fifth Committee and approximately 10 meetings of the Advisory Committee on Administrative and Budgetary Questions on issues of human resources management during the biennium. The immediate office is also responsible for issuing publications such as *Secretariat News* and *Human Resources Management Highlights*, as well as maintenance of a cyber-forum for the exchange of views with staff on various aspects of human resources management.

Resource requirements (at current rates)

Posts

27C.11 The estimated requirements of $3,546,100 would provide for the posts indicated in table 27C.5.

Other staff costs

27C.12 The provision of $202,700, including an increase of $114,600, would cover general temporary assistance ($198,600) and overtime ($4,100) in relation to additional staff requirements expected during the fifty-fifth and fifty-sixth sessions of the General Assembly and the Office's component of the preparation of draft studies for Volume II of Supplement 6 of the *Repertory of Practice of United Nations Organs*.

Travel

27C.13 A provision of $281,800, reflecting an increase of $95,000, would cover: (a) attendance by the Assistant Secretary-General or her designated representatives at sessions of the Consultative Committee on Administrative Questions and ICSC and visits to offices away from Headquarters to offer periodic guidance on human resources management operational issues and policy ($14,000); and (b) requirements for the travel of management and staff participants to the Staff-Management Coordination Committee ($267,800). The resource growth of $95,000 is attributable to the latter requirements in the light of the Staff-Management Coordination Committee's decision, approved by the Secretary-General, to hold two sessions per year rather than one, as was done previously.

Contractual services

27C.14 A provision of $42,800, at maintenance level, would cover external printing of forms and stationery used by the Office of the Assistant Secretary-General.

General operating expenses

27C.15 The estimated requirements of $73,400, at maintenance level, relate to communications costs of the Office as a whole ($52,300) and provision for the communications needs of the New York Staff Union and the secretariats of the Coordinating Committee for Independent Staff Unions and Associations of the United Nations System and the Association of Former International Civil Servants ($21,100).

Hospitality

27C.16 A provision of $5,100 is requested to reimburse staff members not entitled to representation allowance for hospitality extended during sessions of the General Assembly, the inter-agency subsidiary bodies and the Staff-Management Coordination Committee.

Supplies and materials

27C.17 A provision of $10,400 is requested under this heading for the purchase of specialized supplies.

Furniture and equipment

27C.18 A provision of $8,500 relates to the replacement of office automation equipment.

B. Programme of work

1. Operational services

Table 27C.6 **Summary of requirements by object of expenditure**

(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1996-1997 expenditures*	*1998-1999 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*2000-2001 estimates*
			Amount	*Percentage*			
Posts	13 346.2	11 758.1	(645.4)	(5.4)	11 112.7	653.1	11 765.8
Other staff costs	655.3	491.9	674.0	137.0	1 165.9	56.6	1 222.5
Travel	258.0	77.2	–	–	77.2	3.7	80.9
Contractual services	68.8	221.0	–	–	221.0	10.7	231.7
General operating expenses	21.7	91.6	57.9	63.2	149.5	7.2	156.7
Supplies and materials	36.3	16.1	8.0	49.6	24.1	1.2	25.3
Furniture and equipment	99.2	24.0	24.8	103.3	48.8	2.4	51.2
Total	**14 485.5**	**12 679.9**	**119.3**	**0.9**	**12 799.2**	**734.9**	**13 534.1**

(2) *Extrabudgetary resources*

1996-1997 expenditures	*1998-1999 estimates*	*Source of funds*	*2000-2001 estimates*
		(a) Services in support of:	
		(i) Extrabudgetary United Nations organizations	
–	–	Administrative structures	–
		(ii) Extrabudgetary activities	
–	196.6	Technical cooperation reimbursement resources	196.6
1 022.1	1 013.0	(iii) Peacekeeping operations	579.8
		(b) Substantive activities	
		Trust Fund to Support the Survey of United Nations Staff on Harassment in the Workplace	
26.1	–		–
–	–	(c) Operational projects	–
1 048.2	**1 209.6**		**776.4**
15 533.7	**13 889.5**		**14 310.5**

Table 27C.7 **Post requirements**

Organizational unit: Operational Services Division

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1998–1999	*2000–2001*	*1998–1999*	*2000–2001*	*1998–1999*	*2000–2001*	*1998–1999*	*2000–2001*
Professional category and above								
D-2	1	1	–	–	–	–	1	1
D-1	2	2	–	–	–	–	2	2
P-5	7	7	–	–	–	–	7	7
P-4/3	16	16	–	–	4	2	20	18
P-2/1	3	3	–	–	–	–	3	3
Total	**29**	**29**	**–**	**–**	**4**	**2**	**33**	**31**
General Service category								
Principal level	5	5	–	–	–	–	5	5
Other level	36	34	–	–	3	3	39	37
Total	**41**	**39**	**–**	**–**	**3**	**3**	**44**	**42**
Grand total	**70**	**68**	**–**	**–**	**7[a]**	**5[b]**	**77**	**73**

[a] Posts financed from technical cooperation reimbursement resources (one P-3); posts financed from the support account for peacekeeping operations (two P-4, one P-3 and three General Service (Other level)).

[b] Posts financed from technical cooperation reimbursement resources (one P-3); posts financed from the support account for peacekeeping operations (one P-4 and three General Service (Other level)).

27C.19 The Operational Services Division provides integrated support services in four areas: planning, information management, staffing support and staff administration. During the biennium 2000–2001, the main task of the Division will be monitoring the pace and progress of the implementation of human resources management reform, including policies, actions and trends, in particular delegation of authority to departments and offices. For adequate response to that challenge, the Monitoring and Reporting Unit, comprising two posts, has been created within the Division through internal redeployment of posts.

27C.20 With the progressive delegation of authority for human resources management to substantive departments and offices, the Division will concentrate on automation, streamlining and simplification of administrative processes. Particular attention will be given to the integration of activities affecting recruitment, placement and staff administration so as to reduce the time and resources needed to fill vacancies and to recruit new staff.

27C.21 In the area of human resources planning, the focus will remain on providing integrated global analyses, forecasts and projections, improving the information and projections needed by programme managers to plan, manage and fulfil their human resources needs and providing to legislative bodies and Member States forward-looking scenarios for assessing change. Building on such applications as the skills inventory and succession planning, new functionalities will be developed, both alongside IMIS to complement existing capabilities and within that system, in order to underpin strategic decision-making in human resources management. In the longer term, human resources planning and reporting will become platforms for assessing the future needs of the Organization.

27C.22 In the area of information management, priority will be given to the completion of a global information system on human resources, which in turn can be used for monitoring purposes and which will be available for reporting to legislative bodies. Long-term maintenance and support of IMIS will receive particular

attention. That would include strengthening of the IMIS reporting capacity, developing new desk procedures, enhancing the functionality of the system and enlarging the help desk capacity to ensure that an adequate infrastructure is in place and that services meet the requirements of all users in the environment of delegated authority for human resources management. That would also require the adoption of IMIS and local data systems in the offices away from Headquarters. Furthermore, considerable investment would be made for training user departments and offices in IMIS desk procedures, in the application of monitoring and accountability mechanisms and in managerial training through IMIS.

Outputs

27C.23 During the biennium 2000–2001, the following outputs will be delivered:

(a) *Servicing of intergovernmental/expert bodies*

(i) Substantive servicing of meetings. Approximately 15 formal meetings and 20 informal consultations of the Fifth Committee and approximately 20 meetings of the Advisory Committee on Administrative and Budgetary Questions on issues of human resources planning, filling of vacancies, delegation of authority, management of information and staff administration;

(ii) Parliamentary documentation. Periodic reports to the General Assembly on the composition of the Secretariat, the status of filling vacancies, the use of consultants and retirees and other aspects of the use of human resources as required, including the introduction or amendment of policies and practices; drafting of conference room papers and provision of additional information on human resources management topics, including planning, contractual status of personnel, gender balance, the system of desirable ranges and the hiring and separation of staff;

(b) *Monitoring services*

(i) Monitoring of the implementation of the Staff Rules by departments and offices at Headquarters and offices away from Headquarters, as appropriate in view of the delegation of authority;

(ii) Provision of support and advice to programme managers on issues related to implementation of the Staff Regulations and Staff Rules and personnel policies; and taking of corrective action where necessary;

(iii) Monitoring of compliance with personnel policies, including review of local mechanisms for monitoring and human resources management established by departments and offices at Headquarters and by offices away from Headquarters to which delegation of authority on personnel matters has been granted, such as promotions, conversion of fixed-term appointments, short-term recruitment, special post allowances and entitlements; and development of new approaches and formats for monitoring and reporting where appropriate;

(iv) Support to mechanisms of accountability, in terms of both managerial and individual staff responsibilities;

(c) *Administrative support services*

(i) Recruitment, placement and promotion of Professional staff

a. Recruitment of approximately 300 Professional staff per year for posts subject to geographical distribution, including preparation of vacancy announcements and advertisements, submission of qualified candidates to departments, interviews of candidates, recommendations to appointment and promotion bodies and requests for government releases and visas;

b. Recruitment of approximately 250 staff per year for humanitarian missions;

c. Oversight of processing by departments and offices of approximately 1,000 special service agreements annually for consultants and individual contractors;

d. Placement and promotion of approximately 350 Professional staff annually;

e. Placement of approximately 200 candidates per year who have passed national competitive examinations;

(ii) Recruitment and placement of staff in the General Service and related categories

a. Evaluation of approximately 15,000 applications and interviewing of approximately 8,000 potential candidates each year;

b. Issuance of vacancy notices as required;

c. Communication with prospective candidates: approximately 1,500 letters and 30,000 telephone and walk-in enquiries each year concerning employment opportunities at Headquarters;

d. Short-term recruitment of approximately 350 staff at Headquarters each year; recruitment of approximately 40 support staff each year for United Nations information centres;

e. Placement of approximately 300 staff members each year, including those resulting from specialized examinations, and placement of security officers and public information assistants at Headquarters;

(iii) Vacancy management

a. Provision of IMIS data on projected staff movements by departments and offices; and consultations with departments and offices on issues of short-term staffing and skill needs;

b. Issuance of vacancy notices and bulletins; and interviewing and screening of candidates in order to fill vacancies;

(iv) Staffing support

a. Maintenance of rosters by occupational group; working with departments to evaluate approximately 8,000 applications a year; conduct of initial screening and interviews; and checking of references;

b. Close coordination with departments to identify vacancies; issuance of vacancy notices to replenish occupational group rosters; placement of advertisements of posts and priority vacancies; and posting of computerized vacancy announcements and applications;

c. Searches for qualified candidates for key positions, with particular attention to women candidates and those from unrepresented and under-represented Member States;

d. Provision of rosters of qualified candidates for recruitment by departments; strengthening the rosters of external candidates in cooperation with Member States and through networking with professional associations; and conduct of recruitment campaigns and missions to fill vacancies and replenish rosters;

e. Mailing of recruitment information to women's organizations and professional associations (approximately 400 letters per year); and communication with prospective candidates and Member States on recruitment matters;

f. Special reports providing statistics on P-1, P-2 and P-3 vacancies and projections for the Central Examination Board;

(v) Separation

a. Conduct of exit interviews with staff to determine reasons for separation from service;

b. Briefing of retiring staff in coordination with the Staff Counsellor's Office and the United Nations Joint Staff Pension Fund;

c. Monitoring and reporting of reasons for separation;

(vi) Staff administration

a. Monitoring the consistency of the application of the Staff Regulations and Staff Rules and administrative instructions in individual cases;

b. Administration of staff in accordance with the Staff Regulations and Staff Rules:

i. Initial offers of appointment (approximately 2,500 per year) and monitoring of approximately 7,000 extensions of appointment per year;

ii. Review of contractual status of approximately 55 Professional staff for conversion to career appointment; review of contractual status of Language Service staff recruited through competitive examinations; review of the contractual status of approximately 700 staff in the General Service and related categories for conversion to career appointment;

iii. Counselling for career growth and on personnel problems and compliance with provisions governing the status, basic rights and duties of staff;

iv. Advice to management and staff on all aspects of human resources management policies and staff administration;

v. Contribution to joint staff-management bodies on personnel policies and staff welfare and on early identification and resolution of potential problems;

vi. Servicing the appointment and promotion bodies and departmental placement and promotion panels; and participation in management working groups;

c. Monitoring of the administration of benefits and allowances of approximately 7,000 staff, carried out under delegated authority;

d. Review of the Staff Rules to ensure their consistency with administrative issuances; and drafting of proposals for revisions to the Staff Rules;

e. Induction of approximately 2,500 staff a year to advise them of their obligations under the Staff Regulations and Staff Rules;

f. Review of individual classification requests for posts in the Professional category and above and in the Field Service and the General Service and related categories at Headquarters.

Resource requirements (at current rates)

Posts

27C.24 The estimated requirements ($11,112,700), reflecting a decrease of $645,400, would provide for the continuation of the posts indicated in table 27C.7. The decrease in resources relates to: (a) the proposed abolition of two General Service (Other level) posts ($221,800) as a result of reduced workload due to the implementation of the first phase of the delegation of human resources management functions to substantive departments and offices; and (b) the delayed negative growth of the cost of the posts (two P-3, one P-2 and three General Service (Other level)) abolished in the Office effective 1 January 1999 ($423,600) in the context of the programme budget for the biennium 1998–1999.

Other staff costs

27C.25 The proposed resources under this heading ($1,165,900), including a proposed resource increase of $674,000, would cover: (a) general temporary assistance requirements in relation to additional costs for the operation, maintenance and support of IMIS, as well as for additional support during periods of peak workload and replacement of staff on maternity leave ($1,146,300 in total); and (b) overtime ($19,600) to cover periods of peak workload. The increase of $674,000 represents the cost equivalent of eight positions

(one P-3, two P-2/1 and five General Service, including two at the Principal level), which were estimated as additional resources needed for the operation, support and maintenance of IMIS in the Office, in particular its Releases 1 and 2.

Travel

27C.26 The provision of $77,200, at maintenance level, will cover travel to offices away from Headquarters for briefings and/or training of staff on human resources issues and for monitoring and auditing of the uniform application of policies, rules and procedures under the delegation of authority to offices away from Headquarters (one visit to each office away from Headquarters each year).

Contractual services

27C.27 A provision of $221,000, at maintenance level, would cover costs associated with the input of personnel record data into electronic form (IMIS) ($92,600) and advertising ($128,400).

General operating expenses

27C.28 Total requirements of $149,500, reflecting an increase of $57,900, relate to the rental and maintenance of office automation equipment and the Division's share of the maintenance and support of the local-area network (LAN) technical infrastructure (including central servers) necessary for the support of the central management services such as e-mail and UNIX for IMIS.

Supplies and materials

27C.29 A provision of $24,100, reflecting an increase of $8,000, based on past expenditure patterns, is requested for office supplies and materials.

Furniture and equipment

27C.30 A provision of $48,800, reflecting an increase of $24,800, is requested for the purchase of data-processing equipment and the replacement of office automation equipment.

2. Specialist services

Table 27C.8 **Summary of requirements by object of expenditure**

(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1996-1997 expenditures*	*1998-1999 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*2000-2001 estimates*
			Amount	*Percentage*			
Posts	10 155.1	9 714.3	–	–	9 714.3	591.4	10 305.7
Other staff costs	1 949.9	508.8	(66.0)	(12.9)	442.8	21.5	464.3
Consultants and experts	68.7	62.2	11.5	18.4	73.7	3.6	77.3
Travel	240.8	310.4	(7.8)	(2.5)	302.6	14.7	317.3
Contractual services	166.3	–	–	–	–	–	–
General operating expenses	52.0	111.8	(14.3)	(12.7)	97.5	4.7	102.2
Hospitality	2.1	2.4	–	–	2.4	0.2	2.6
Supplies and materials	29.4	62.3	(36.5)	(58.5)	25.8	1.2	27.0
Furniture and equipment	321.9	276.5	(119.3)	(43.1)	157.2	7.8	165.0
Total	**12 986.2**	**11 048.7**	**(232.4)**	**(2.1)**	**10 816.3**	**645.1**	**11 461.4**

(2) *Extrabudgetary resources*

1996–1997 expenditures	1998–1999 estimates	Source of funds	2000–2001 estimates
		(a) Services in support of:	
		(i) United Nations organizations	
140.6	293.4	Support of extrabudgetary administrative structures	293.4
		(ii) Extrabudgetary activities	
186.3		Technical cooperation reimbursement resources	
292.2	837.9	Peacekeeping operations	837.9
		(b) Substantive activities	
82.7	109.6	Secretariat News Trust Fund	–
–	–	(c) Operational projects	–
Total	**701.8**	**1 240.9**		**1 131.3**
Total (1) and (2)	**13 688.0**	**12 289.6**		**12 592.7**

Table 27C.9 **Post requirements**

Organizational unit: Specialist Services Division

	Established posts		Temporary posts					
	Regular budget		Regular budget		Extrabudgetary resources		Total	
	1998–1999	2000–2001	1998–1999	2000–2001	1998–1999	2000–2001	1998–1999	2000–2001
Professional category and above								
D-2	1	1	–	–	–	–	1	1
D-1	2	2	–	–	–	–	2	2
P-5	6	6	–	–	–	–	6	6
P-4/3	13	13	–	–	3	3	16	16
P-2/1	7	7	–	–	–	–	7	7
Total	**29**	**29**	**–**	**–**	**3**	**3**	**32**	**32**
General Service category								
Principal level	3	3	–	–	–	–	3	3
Other level	26	26	–	–	1	1	27	27
Total	**29**	**29**	**–**	**–**	**1**	**1**	**30**	**30**
Grand total	**58**	**58**	**–**	**–**	**4[a]**	**4[a]**	**62**	**62**

[a] Posts in support of extrabudgetary administrative structures: one P-4; posts financed from the support account for peacekeeping operations: two P-4 and one General Service (Other level).

27C.31 The Specialist Services Division incorporates activities relating to a wide range of human resources management policy issues. Its primary objective is to support the Secretary-General's reform effort by promoting management change in the Organization and to assist managers and staff to carry out mandated programmes more effectively while at the same time achieving job and career satisfaction. The Division aims to promote organizational culture change through the provision of Secretariat-wide staff development programmes; to assist in building the current and future human resources capacity of the Organization by streamlining and strengthening competitive entry processes and identifying and developing through targeted

training programmes the core and managerial competencies required of the international civil service in a rapidly changing environment; to support decentralization, delegation of authority and process simplification; to contribute to the development of competitive conditions of service to enable recruitment and retention of the best qualified staff; to promote equity in the workplace through improved handling of disputes and disciplinary cases; to institutionalize performance management throughout the Secretariat and to develop organizational incentives; and to promote a culture of continuous learning.

27C.32 The major activities for which the Division is responsible are the competitive entry processes by which staff enter the Organization, including national competitive examinations and competitive examinations for promotion to the Professional category of staff members from other categories, as well as testing for General Service staff; global staff development and learning programmes; performance management, including the implementation of the performance appraisal system Secretariat-wide; career development and support; compensation and classification policies, salary surveys, job classification appeals and organizational structure reviews; coordination with other organizations of the common system with respect to the formulation of system-wide policies regarding salaries, allowances and conditions of service of staff; investigation, dispute resolution and litigation in connection with appeals and disciplinary cases; staff counselling and advisory services; and administration of the Secretariat internship programme.

27C.33 The Division has broad responsibility in representing the United Nations in inter-agency bodies such as the Consultative Committee on Administrative Questions and the Organizational Committee of the Administrative Committee on Coordination, as well as in ICSC, thereby contributing to system-wide policy-making on human resources management issues, including compensation and conditions of service of staff, and to developing a human resources management network throughout the common system to ensure that the Secretariat fully benefits from the experience of other organizations. The Division also provides specialized advisory services with respect to conditions of service to common system staff worldwide.

27C.34 Other areas of the Division's work reaching beyond the Secretariat are the chairmanship of the Working Group on Personnel Services, which aims to extend common service arrangements when they can result in more cost-effective services, and liaison with the United Nations Staff College project, which aims to supplement individual organizational training programmes, strengthen coordination and ensure better operational effectiveness, particularly in areas that cut across traditional lines of organizational responsibility.

27C.35 For the biennium 2000–2001, the major objectives of the Division are:

(a) To improve the Organization's ability to recruit and promote staff of the highest calibre through the competitive examination processes, with particular attention to improving geographical distribution;

(b) To build organizational capacity and contribute to the creation of a results-oriented culture that promotes high performance, continuous learning and managerial excellence and accountability;

(c) To increase career support mechanisms for staff at all levels;

(d) To promote a fair and equitable workplace, to contribute to the improvement of the internal system of justice and to provide staff with counselling and advisory services;

(e) To contribute to the development of progressive and competitive conditions of service by formulating within the Organization and coordinating with organizations of the common system policies and procedures regarding human resources management, salaries, allowances, benefits and conditions of service of staff.

Outputs

27C.36 During the biennium 2000–2001, the following outputs will be delivered:

(a) *Servicing of intergovernmental/expert bodies*

(i) Substantive servicing of meetings. Substantive servicing of formal meetings and informal consultations of the Fifth Committee on matters related to the United Nations common system, including conditions of service and compensation, staff development and training, performance management, career development, competitive examinations and the internal justice system;

(ii) Parliamentary documentation. Reports to the General Assembly on human resources management policy issues, including issues related to the common system, such as conditions of service and compensation, staff development and training, performance management, career development, competitive examinations and the internal justice system;

(b) *Published material*

Promulgation of salary scales, administrative and information circulars and updates to the *Organization Manual*;

(c) *Administrative support services*

(i) Common system, compensation and inter-agency policy

a. Formulation of policies and procedures regarding salaries, pensions, allowances and other entitlements within the Organization through substantive participation in meetings of the International Civil Service Commission, the Advisory Committee on Post Adjustment Questions and the Consultative Committee on Administrative Questions and coordination of such policies and procedures with other organizations of the common system;

b. Monitoring of the implementation of policy instructions and guidelines relating to salaries, allowances and other entitlements;

c. Conduct salary surveys at a number of duty stations; review, approval and issuance of salary scales resulting from the analysis of data collected in the course of salary surveys conducted in more than 180 duty stations;

d. Revision of the electronic database (current and historical) of all General Service and National Officer salary scales (containing more than 1,500 scales); automated processing and transmission of salary survey data to other United Nations agencies and field duty stations; and implementation of emoluments packages for all categories of staff on a timely basis;

e. Reviews of conditions of service in relation to ungraded high-level officials of the United Nations, the International Court of Justice and the international tribunals and analysis of the levels of honoraria thereon; and establishment, review and updating of allowances and other entitlements related to peacekeeping operations;

f. Management of classification policy, participation in the development and improvement of the classification system, including the development of generic job descriptions; provision of advice on job design and organizational structure; assistance in the implementation of the classification standards; and review of classification appeals;

(ii) Appeals and disciplinary matters

a. Provision of advisory services to programme and line managers in the implementation of human resources policies pertaining to the administration of justice, including provision of legal assistance in the handling of appeals and disciplinary matters;

b. Review of requests by staff alleging violation of the terms of appointment and liaison with and advice to departments and offices on how to proceed, including settlement wherever possible;

c. Preparation and submission of the Secretary-General's response in appeals filed before the Joint Appeals Board; and representation of the Secretary-General at and contribution to the deliberations of the Board;

d. Review of disciplinary matters referred to the Office with a view to determining whether or not disciplinary charges are warranted; preparation of recommendations for disciplinary actions as appropriate; preparation and submission of written presentations to the Joint Disciplinary Committee; and representation of the Secretary-General before the Committee in oral hearings;

(iii) Staff development and career support

a. Management of centrally coordinated staff development and learning programmes aimed at building core organizational and managerial competencies, in particular programmes to develop leadership, managerial and supervisory capacity and the ability to manage human and financial resources, particularly in a decentralized environment;

b. Management of a decentralized programme for the upgrading of substantive and technical skills of staff at all levels throughout the Secretariat, including allocation of funds to individual departments and offices on the basis of annual plans; analysis of plans; monitoring of expenditures and the impact of training; and provision of advisory services and support to departments and offices;

c. Implementation of language and communication programmes at Headquarters and provision of advisory services to support language programmes at other duty stations with a view to promoting multilingualism and respect for cultural diversity throughout the Secretariat;

d. Provision of career support programmes for staff at all levels, including special development programmes for new Professional staff; succession planning; career planning workshops and lectures; career counselling; and overseeing the introduction of a programme of managed reassignments for entry-level Professional staff;

e. Support to managers and staff in the implementation of performance management in the Organization, including monitoring to ensure consistency of application of the performance appraisal system Secretariat-wide and provision of training and advisory services to develop required skills;

(iv) Competitive entry processes

a. Administration of national competitive recruitment examinations at the P-2 level, to be held in some 25 to 30 countries per year in 14 occupational groups; and administration of P-3 national recruitment examinations as P-3 vacancies are identified. Competitive recruitment examinations will focus on Member States that are unrepresented, under-represented or in the lower part of their recruitment ranges;

b. Administration of competitive examinations for promotion from the General Service and related categories to the Professional category in six to eight occupational groups per year;

c. Administration of examinations at the P-2 and P-3 levels for posts requiring special language competence;

d. Administration of tests at Headquarters for recruitment of General Service staff (clerical, stenographic, statistical and accounting and conference typists) for an estimated 2,000 candidates annually;

e. Management of the internship programme for approximately 450 interns per year;

(v) Staff counselling

a. Coordination of counselling for personal, family, immigration, insurance, educational and legal matters; counselling on work-related difficulties, permission to work issues and substance abuse recovery; bereavement counselling; provision of support in case of critical incidents; and so on (comprises approximately 4,000 enquiries by staff of the United Nations, UNDP, UNFPA, the United Nations Office for Project Services and UNICEF annually);

b. Contribution to the review and development of policies and procedures related to staff welfare and mental health;

c. Organization of the annual pre-retirement programme (approximately 350 participants annually), including the production and Secretariat-wide distribution of pre-retirement booklets (1,500 copies annually);

d. Administration of the Staff Benevolent Fund (processing about 200 loans and servicing approximately 45 meetings of the Fund's board annually).

Resource requirements (at current rates)

Posts

27C.37 The estimated requirements of $9,714,300 would provide for the continuation of 58 established posts as indicated in table 27C.9.

Other staff costs

27C.38 The provision of $442,800, reflecting a decrease of $66,000, relates to general temporary assistance requirements in connection with the high volume of cases of the Administrative Law Unit and for peak workload periods of the units within the Division ($421,400); and overtime to cover needs with respect to peak workload periods ($21,400).

Consultants and experts

27C.39 The provision of $73,700, reflecting an increase of $11,500, would cover specialized employee assistance services and specialized services related to the preparation of examination material.

Travel

27C.40 The provision of $302,600, reflecting a decrease of $7,800, is requested for travel related to competitive examinations, compensation surveys, staff development and career support activities and travel of staff to meetings of the Consultative Committee on Administrative Questions and other inter-agency coordination meetings.

General operating expenses

27C.41 The estimated requirement of $97,500, reflecting a decrease of $14,300, relates to the cost of videoconferencing, the rental of space and office equipment required to conduct competitive language examinations worldwide ($20,500) and maintenance of office automation equipment and a share of the maintenance and support of the LAN technical infrastructure (including central servers) necessary for the support of central management services such as e-mail and UNIX for IMIS ($77,000).

Hospitality

27C.42 The provision of $2,400, at maintenance level, would cover hospitality requirements.

Supplies and materials

27C.43 Total requirements of $25,800, reflecting a decrease of $36,500, would cover the cost of office automation supplies as well as other supplies for the Division, with the exception of training materials, the cost of which is included in the resource requirements under section C below.

Furniture and equipment

27C.44 The provision of $157,200, reflecting a decrease of $119,300, would cover replacement of office automation equipment ($129,300) and acquisition of office automation and other equipment for the Division ($27,900), with the exception of training equipment, which is included under section C below.

3. Medical services

Table 27C.10 **Summary of requirements by object of expenditure**

(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1996-1997 expenditures*	*1998-1999 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*2000-2001 estimates*
			Amount	*Percentage*			
Posts	2 551.1	2 311.6	(110.9)	(4.7)	2 200.7	120.6	2 321.3
Other staff costs	294.0	136.8	(39.7)	(29.0)	97.1	4.9	102.0
Travel	11.8	11.3	7.8	69.0	19.1	0.9	20.0
General operating expenses	1.5	17.8	15.4	86.5	33.2	1.6	34.8
Supplies and materials	400.3	271.3	28.5	10.5	299.8	14.6	314.4
Furniture and equipment	177.6	37.3	194.5	521.4	231.8	11.3	243.1
Total	**3 436.3**	**2 786.1**	**95.6**	**3.4**	**2 881.7**	**153.9**	**3 035.6**

(2) *Extrabudgetary resources*

1996-1997 expenditures	*1998-1999 estimates*	*Source of funds*	*2000-2001 estimates*
		(a) Services in support of:	
		(i) United Nations organizations	
–	1 379.8	Support of extrabudgetary administrative structures	1 379.8
		(ii) Extrabudgetary activities	
	10.0	Support to extrabudgetary substantive activities	–
693.0	977.5	Peacekeeping operations	977.5
		(b) Substantive activities	
2.5	–	Trust Fund for Staff Health Promotion	–
–	–	(c) Operational projects	–
695.5	**2 367.3**		**2 357.3**
4 131.8	**5 153.4**		**5 392.9**

Table 27C.11 **Post requirements**

Organizational unit: Medical Services Division

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1998-1999	*2000-2001*	*1998-1999*	*2000-2001*	*1998-1999*	*2000-2001*	*1998-1999*	*2000-2001*
Professional category and above								
D-2	1	1	–	–	–	–	1	1
D-1	1	1	–	–	–	–	1	1
P-5	1	1	–	–	2	2	3	3
P-4/3	1	1	–	–	1	1	2	2
Total	**4**	**4**	**–**	**–**	**3**	**3**	**7**	**7**
General Service category								
Principal level	2	2	–	–	3	3	5	5
Other level	8	7	–	–	8	8	16	15
Total	**10**	**9**	**–**	**–**	**11**	**11**	**21**	**20**
Grand total	**14**	**13**	**–**	**–**	**14[a]**	**14[a]**	**28**	**27**

[a] Posts in support of extrabudgetary administrative structures: one P-5 and nine General Service (three Principal level and six Other level); posts financed from the support account for peacekeeping activities: one P-5, one P-4 and two General Service (Other level).

27C.45 The Medical Services Division is directly responsible for the health, medical care and welfare of the worldwide staff of the United Nations and its funds and programmes, including 11,000 New York-based staff and more than 33,000 staff in other duty stations. The Division also provides technical advice on all medico-administrative matters and plays a leading role in the system-wide coordination of medical policies and implementation of staff benefit programmes.

27C.46 The main objective of the Division is to ensure that all staff members are fit to carry out their duties and to achieve the goals of their respective organizations. This objective is pursued by establishing medical standards for recruitment; providing clinical and health promotion services to New York-based staff of the United Nations programmes and agencies; and assuring worldwide staff access to adequate medical care in the most cost-effective manner.

27C.47 Medical standards and policies will be reviewed continuously in the light of a changing medical environment as well as the changing needs of the organizations. Those standards will be used as guidelines for the medical services of the entire United Nations system and the military medical units of peacekeeping operations and troop-contributing countries. The Division will continue to administer certain staff benefit programmes under appendix D to the Staff Rules and disability benefits under article 33 of the Regulations and Rules of the United Nations Joint Staff Pension Fund.

27C.48 The results to be accomplished include uniform system-wide medical policies; improved overall staff health and productivity; a small number of medical disability cases and service-related injuries and illnesses; protection of staff benefit programmes; and client satisfaction. With regard to field staff, field visits will continue to be made to ensure that staff members and their dependants have access to adequate medical care. This will be accomplished by assessing all available medical facilities, establishing new and/or strengthening existing United Nations dispensaries in hardship duty stations, streamlining medical evacuation procedures and resolving many medico-administrative issues.

Outputs

27C.49 During the biennium 2000–2001, the following outputs will be delivered:

Administrative support services

Medical services

(a) Health policies and medical standards for recruitment/reassignment will be reviewed continuously and updated in the light of the changing medical environment as well as the changing needs of the organizations. Those standards will be used as guidelines for the medical services of the entire United Nations system and for the military medical units of peacekeeping operations and troop-contributing countries. Medical clearances will continue to be prioritized according to the needs of the organizations;

(b) Clinical services will continue to be provided to New York-based staff of all United Nations agencies at the Medical Service located at Headquarters, including at UNDP and UNICEF. Those services include conducting medical examinations, providing care for emergencies and episodic ailments, providing consultations, immunizations and laboratory and radiological investigations; offering advice on the use of local facilities, providing liaison with military medical units of peacekeeping missions, providing advice on request for medical evacuations and making field visits for on-site assessment on request;

(c) All of the medico-administrative activities will continue to be performed in accordance with the Staff Rules and established policy directives. This will entail certification of sick leave beyond delegated authority; advising management on requests for special dependency allowance, special education grant and travel restrictions; advising the Advisory Board on Compensation Claims on medical aspects of compensation claims submitted by or on behalf of United Nations staff, military observers and civilian police monitors; reviewing death and disability claims submitted to the Department of Peacekeeping Operations by troop-contributing countries; verification of medical bills; and recommending staff for disability benefits from the United Nations Joint Staff Pension Fund when medically justified;

(d) In order to monitor closely the delegated medical functions, annual visits to three regional economic commissions by the Medical Director or a medical officer designated by him or her would be undertaken. Furthermore, training of the chief medical officers from three regional economic commissions will be provided.

Resource requirements (at current rates)

Posts

27C.50 The estimated requirement of $2,200,700, reflecting a decrease of $110,900, would provide for the posts detailed in table 27C.11. The decrease relates to the proposed abolition of one General Service (Other level) post of an administrative assistant. The workload in the administrative area of the Division has diminished following the introduction of IMIS and the delegation of authority to the field.

Other staff costs

27C.51 The requirement of $97,100, reflecting a decrease of $39,700, would provide for: (a) general temporary assistance for the replacement of nurses and secretarial and clerical staff during periods of extended sick leave and maternity leave ($34,600); (b) overtime for peak periods of work ($19,700); and (c) fees of specialists, including a radiologist ($6,300), a psychiatrist and an ophthalmologist ($36,500).

Travel

27C.52 Resources of $19,100, reflecting an increase of $7,800, would be required for attendance at the annual meeting of medical directors, participation in the meetings of the Inter-Agency Advisory Group on HIV/AIDS and the Consultative Committee on Administrative Questions in Geneva, and for monitoring

medical practices at the regional commissions following the delegation to them of some medical clearance responsibilities.

General operating expenses

27C.53 A provision of $33,200, reflecting an increase of $15,400, relates to the Division's share of the maintenance and support of the LAN technical infrastructure (including central servers) necessary for the support of central management services such as e-mail and UNIX for IMIS ($30,200) and for the maintenance and repair of sophisticated automated medical equipment ($3,000).

Supplies and materials

27C.54 Total requirements of $299,800, reflecting an increase of $28,500, would cover the cost of acquiring medical supplies, vaccines, medications, laboratory and X-ray supplies, nursing items, subscriptions and the like.

Furniture and equipment

27C.55 A provision of $231,800, reflecting an increase of $194,500, relates to the replacement of a biochemistry analyser ($180,000) and the acquisition and replacement of office automation equipment and specialized software ($51,800).

C. Training and staff development programmes

Table 27C.12 **Summary of requirements by object of expenditure**

(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1996-1997 expenditures*	*1998-1999 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*2000-2001 estimates*
			Amount	*Percentage*			
Contractual services	8 799.5	14 199.9	1 443.5	10.1	15 643.4	760.0	16 403.4
Total	**8 799.5**	**14 199.9**	**1 443.5**	**10.1**	**15 643.4**	**760.0**	**16 403.4**

(2) *Extrabudgetary resources*

1996-1997 expenditures	*1998-1999 estimates*	*Source of funds*	*2000-2001 estimates*
		(a) Services in support of:	
		(i) United Nations organizations	
19.4	328.9	Support of extrabudgetary administrative structures	330.3
		(ii) Extrabudgetary activities	
–	–	Technical cooperation reimbursement resources	–
		(b) Substantive activities	
1.7	–	French Language Trust Fund	28.2
–	–	(c) Operational projects	–
21.1	**328.9**	**Total**	**358.5**
8 820.6	**14 528.8**	**Total (1) and (2)**	**16 761.9**

27C.56 The proposed activities under this section are under the responsibility of the Staff Development and Learning Service of the Specialist Services Division. In accordance with the integrated approach to all management

issues, which is a key element of the human resources reform effort, the staff of this Service deal not only with training issues, but also with performance management, competency development, career support programmes and counselling and other human resources management policy issues.

27C.57 The Secretary-General's human resources management reform agenda stresses the need for strengthening the staff and building a competent, multi-skilled, versatile and independent international civil service. In this context, the Secretary-General attaches high priority to creating a culture that promotes continuous learning and staff development leading to career growth. He has emphasized that building and maintaining the professional competence of staff is a critical investment in the Organization's future. The Secretary-General's Task Force for Human Resources Management Reform reinforced this view, stating that investment in change, and particularly in capacity-building of the staff, was critical to the success of the overall reform process and required increased allocation of resources to staff development.

27C.58 Developing a new organizational culture in the global Secretariat is a long-term endeavour. In line with the objectives of the Secretary-General's reform programme, it is being approached in an integrated manner through the introduction of new systems of performance management, career planning and support, as well as programmes for skill development aimed at upgrading skills and promoting attitudinal change. Accordingly, for the biennium 2000–2001, emphasis will be placed on and resources will be targeted to building organizational capacity in five key areas essential for increasing productivity, flexibility and the ability of the Organization to meet its mandates. These include management development, information technology training, human and financial resources management, particularly in a decentralized environment with increased delegation of authority and accountability, upgrading of specific substantive and technical skills and career support programmes and language and communication skills.

Outputs

27C.59 During the biennium 2000–2001, the following outputs will be delivered:

(a) *Management development*. An integrated series of managerial development programmes would be offered to continue to build and sustain the Organization's leadership and managerial capacity and to promote a responsive, results-oriented culture that supports continuous learning, high performance and managerial excellence. The programme of activities for the biennium would include:

(i) Organization of management seminars for senior managers to enhance their capacity to foster a new management culture and to lead organizational change;

(ii) Ongoing Secretariat-wide implementation of people management training programmes to build specific managerial skills and competencies required by senior and middle-level managers to manage people effectively;

(iii) Ongoing Secretariat-wide implementation of the supervisory skills programme and follow-up to the programme to develop the communication skills and supervisory abilities of senior General Service and junior Professional staff who have supervisory responsibilities;

(iv) Ongoing Secretariat-wide implementation of a modular General Service development programme designed to build essential skills for General Service staff in areas such as communication, teamwork, client service and work management;

(v) Secretariat-wide implementation of programmes to strengthen conflict resolution and collaborative negotiation skills of staff at all levels;

(vi) Design and progressive implementation of a modular series of development programmes to reinforce and strengthen support to line managers charged with managing human and financial resources in a decentralized environment with increased delegation of authority and accountability;

(vii) Provision of support to managers to assist them in effectively implementing principles of performance management by offering training and guidance in developing work plans and performance indicators and in monitoring and evaluating performance;

(viii) Promotion of gender and cultural sensitivity through the implementation of a range of development and learning activities, as well as inclusion of gender and diversity issues in ongoing staff development programmes;

(ix) Further development of applications for core and managerial competency models, including recruitment profiles, assessment centres and training programmes, in order to systematically develop competencies;

(b) *Information technology training*. Information technology training programmes would be offered in order to provide staff with the knowledge and skills to access and use the information technology resources of the Organization to deliver their work programmes and manage information more effectively and efficiently. Responsibilities for the coordination of training for IMIS, which was previously carried out by the IMIS project team, would be assumed by the Office. Information technology training activities to be carried out during the biennium would include:

(i) Training at all duty stations to improve the performance of staff in their use of Organization-wide software applications, including the transition to new software standards and the use of network resources, such as electronic mail, group calendaring and scheduling and Internet-based information applications;

(ii) Provision of specialized training to departmental computer support staff in the design, development and implementation of applications in a client/server computing environment and for specific departmental computer applications;

(iii) Implementation of training for managers in managing information and using information technology as a tool for decision-making;

(iv) Upgrading and expanding access to self-study and distance learning programmes via LANs and the Internet/Intranet;

(v) Coordination of the delivery of training programmes related to the use of IMIS;

(c) *Human and financial resources management*. Activities to strengthen organizational capacity in human and financial resources management would include:

(i) Updating and continued implementation of programmes to develop capacity in administrative areas such as personnel, budget and finance and procurement;

(ii) Updating and continued provision of programmes to train a cadre of qualified staff for administrative and leadership positions in field missions;

(iii) Ongoing implementation and introduction of new programmes to build the capacity of staff required to perform new human resources and financial functions in a decentralized environment with increased delegation of authority and accountability;

(d) *Substantive skills development and career support*

(i) The Secretariat-wide substantive skills development programme would offer opportunities to staff to upgrade and update substantive and technical skills. It would provide managers with a tool for ensuring that the specialized competence needed for carrying out the substantive work of their departments and the flexibility to respond to changes in mandates and new responsibilities are developed and maintained. At the same time it would provide staff with opportunities for professional growth. The programme would operate in a decentralized manner through annual training plans formulated by departments on the basis of their priority needs and would incorporate individual training requirements identified during performance

management discussions. Plans would be reviewed to ensure the most cost-effective allocation of funds, activities would be monitored and reports on expenditures and on the impact of training undertaken would be evaluated on an annual basis. Activities under this programme could include specialized training, research, seminars, refresher courses, professional conferences and workshops. Such training may be carried out internally or externally, including through national institutions;

(ii) The sabbatical studies programme would provide a small number of staff each year with the opportunity to carry out research at academic institutions for up to four months in areas that benefit the staff member and the Organization;

(iii) Further initiatives to be undertaken to strengthen the Organization's career support efforts during the biennium include:

a. Expanding and strengthening orientation programmes for new staff;

b. Supporting implementation of the managed reassignment programme for junior Professionals;

c. Extending career support programmes, including career planning workshops, career counselling and the establishment of career resource centres;

(e) *Multilingualism: language and communications programme.* In accordance with General Assembly resolutions 2480 B (XXIII) of 21 December 1968, 43/D of 21 December 1988 and 50/11 of 30 October 1995, the Organization provides language courses in the six official languages. Conversation and special language courses enable staff members to maintain their linguistic skills and to develop their abilities to use the languages for job-related purposes. The specific activities would include:

(i) Promotion of multilingualism through the delivery of core training programmes in the six official languages as well as specialized courses to maintain and develop advanced language skills;

(ii) Management of the self-study centre, which provides staff with the opportunity to develop their linguistic and communication skills through the use of audio, video and multimedia materials;

(iii) Provision of advisory services to support language programmes at all duty stations through regular consultation and provision of pedagogical assistance;

(iv) Implementation of programmes to develop staff members' communication skills in areas such as conducting meetings, drafting reports and correspondence and their presentation skills;

(v) Preparation, administration and correction of the language proficiency examinations.

Resource requirements (at current rates)

27C.60 The total estimated resources ($15,643,400) proposed to carry out the training and staff development activities described above reflect an increase of $1,443,500. The additional resources would enable the Secretary-General to make available an expanded range of programmes aimed at building and strengthening core organizational and managerial competencies; to provide greater opportunities for staff at all levels to upgrade specific technical and substantive skills; to support the decentralization of human and financial resource management responsibilities; and to strengthen career support mechanisms. The resources requested would cover all requirements for Secretariat-wide training, with the exception of language training at offices away from Headquarters, for which provision is made in the budget sections related to those offices.

27C.61 The resources would be allocated as follows:

(a) *Management development.* A provision of $4,672,100, including an increase of $427,300, would be required to continue implementing an integrated series of managerial development programmes for staff at all levels, as detailed in paragraph 27C.59 above, including people management, supervisory

skills, General Service staff development, negotiation skills, gender and diversity programmes and special development programmes for new Professional staff. New modular programmes would be introduced to build specific core and managerial competencies and to build requisite skills for managing human and financial resources in a decentralized environment with increased delegation of authority and accountability;

(b) *Information technology*. An amount of $3,034,000 would be required for the provision of information technology training programmes as detailed in paragraph 27C.59 above, particularly in the context of the decentralized programme for technical skill upgrading, as well as to expand the use of distance learning;

(c) *Human and financial resources management*. A provision of $1,480,100, including an increase of $16,200, would be required for the continuation and strengthening of programmes to build administrative skills and to enhance the capacity to manage human and financial resources, particularly in a more decentralized environment;

(d) *Upgrading of substantive skills and career support*. A provision of $3,824,700, including an increase of $1,000,000, would be required to enable the Organization to substantially increase funds made available to individual departments in the context of the decentralized programme for the upgrading of substantive skills, in view of the large gap between available resources and the quantity and range of needs identified by department heads, as well as to improve career development opportunities for staff at all levels. Increased funds are also required to extend career support programmes and to support implementation of the programme of managed reassignments for entry-level Professional staff;

(e) *Language and communications*

(i) An amount of $2,260,500 is required to cover the salaries of 20 full-time language teachers at Headquarters;

(ii) An amount of $300,000 is required for the salaries of part-time language teachers;

(iii) An amount of $72,000 is required for the cost of development, external printing and correction of four language proficiency examinations during the biennium.

Table 27C.13 **Summary of follow-up action taken to implement relevant recommendations of the internal and external oversight bodies and the Advisory Committee on Administrative and Budgetary Questions**

Brief description of the recommendation	*Action taken to implement the recommendation*
Advisory Committee on Administrative and Budgetary Questions (A/52/7 (Chap. II, Part VIII))	
The narrative portions of section 27C are unnecessarily lengthy and verbose. The Committee recommends that in future the section be more focused, stating clearly the services to be provided and the approach to be taken to provide such services efficiently (para. VIII.35).	The observation is noted and the recommendation has been taken into account.

Brief description of the recommendation	*Action taken to implement the recommendation*
The Committee recommends that consultations be held between the United Nations and UNDP/UNFPA and UNICEF so that agreement would be reached on appropriate rates for reimbursing the United Nations for the cost of medical supplies (para. VIII.44).	A meeting was held on 9 June 1998 among the Office of Human Resources Management, the Office of Programme Planning, Budget and Accounts, UNDP, UNFPA and UNICEF on the issue. The following actions were agreed upon: (a) to submit separate 1998 workload statistics for UNFPA and the United Nations Office for Project Services instead of combining them with UNDP as has been done in the past; (b) to give the number of cases rather than actions for the workload statistics; and (c) to give the totals of the statistics on the basis of which the resulting percentage shares of the Organization might be determined.
A consistent treatment should be adopted and reflected in the 2000–2001 proposed programme budget on the presentation of the estimates for medical services throughout the budget (para. VIII.47)	Given the specific arrangements in place at different locations, an entirely uniform treatment cannot be adopted in respect of the presentation of medical services throughout the budget.
The proposed programme budget should include information on the role of training institutions in Member States with a view to assessing the cost-effectiveness of training of United Nations personnel in such institutions (para. VIII.58).	Information is being gathered on this subject. If suitable facilities are available from Member States and arrangements are financially feasible, proposals for such training would be included in future proposed programme budgets.
The Committee recommends that a comprehensive evaluation of all United Nations training programmes be undertaken irrespective of the source of funding, similar to that carried out for UNFPA (para. VIII.59).	An evaluation of the Secretariat training programmes is being conducted during the first half of 1999.
Committee for Programme and Coordination (A/52/16/Add.1)	
Any measure of delegation of authority in human resources management activities from the Office of Human Resources Management to other units must be preceded by the introduction of an adequate system of accountability and responsibility (para. 18).	Rules regarding the delegation of responsibility for the upgrading of substantive skills accompanied by guidelines and reporting and monitoring mechanisms are set out in administrative instruction ST/AI/1997/4.
Board of Auditors (A/53/5 and Corr.1 (vol. I))	
The Board recommends that the Administration formulate and implement a strategy for career development without delay (para. 113).	A career development policy has been formulated and is being implemented.

Brief description of the recommendation	*Action taken to implement the recommendation*
The Board recommended and the Administration agreed that, as part of the ongoing reforms, the Administration should determine and implement the optimum ratio of personnel engaged in programme activities to those engaged in administration and management (para. 119).	The need to limit the number of support posts relative to substantive ones has been taken carefully into account in formulating the current budget.
The Board recommends that the Administration ensure full compliance with the established instructions on engagement of consultants (para. 123).	During its fifty-third session, the General Assembly reviewed several reports on the use of consultants in the Organization (A/53/548, A/53/385, A/53/691). One in particular (A/53/385) set guidelines to be used by departments and offices which use consultants. It clearly delineated the role of the programme managers and the role of the Office of Human Resources Management, and established the responsibility for monitoring by the Office to oversee the application of the guidelines by programme managers. The guidelines have been adopted by the General Assembly.
Office of Internal Oversight Services (A/51/804)	
The Office recommends the provision of training to relevant personnel in developing contract specifications (para. 36).	Follow-up action on this recommendation has been initiated with the Procurement Division.
Office of Internal Oversight Services (A/52/813)	
Training needs should be identified and a formal procurement-specific training programme developed in cooperation with the Office of Human Resources Management (para. 52)	A needs assessment has been conducted on the basis of which a programme will be designed.
Office of Internal Oversight Services (A/52/814)	
The various logs required under the relevant administrative instructions, which are currently maintained manually, should be maintained instead on a computerized basis (para. 31 (a)).	The Office of Human Resources Management is progressively shifting to computerized logs for most records within the office. In particular, the Office recently developed a database for the recording of exceptions granted to staff rules and regulations.
To the extent necessary, appropriate modifications should be made to the IMIS personnel module to ensure that data pertaining to the various categories of personnel referred to in the existing guidelines are recorded and can be reported on separately (para. 31 (b)).	In some instances, facilities are already available within IMIS to record various categories of personnel. In addition, the Office has requested specific modifications to IMIS so that this information can be recorded and retrieved expeditiously. Such modifications will be completed subject to the availability of resources to make the changes in IMIS.

Brief description of the recommendation	*Action taken to implement the recommendation*
New control procedures should be set up and incorporated in the revised guidelines with clearer definitions of terms to ensure that the distinction between consultants and various other categories of personnel engaged under special service agreements is strictly observed (para. 31 (c)).	The report of the Secretary-General on comprehensive guidelines for the use of consultants in the Secretariat (A/53/385), which has been reviewed by the Advisory Committee on Administrative and Budgetary Questions and the General Assembly, provides clear definitions and distinctions between consultants, individual contractors, participants in advisory meetings and institutional and corporate contractors.
The revised guidelines should provide for a new term — "institutional or corporate consultants" — that are hired to perform non-consultancy functions (para. 31 (d)).	Proposals made in document A/53/385 clearly define the terms "institutional or corporate consultants" and provides a clear definition of them.

Office of Human Resources Management
Proposed organizational structure and post distribution for the biennium 2000-2001